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ABSTRACT

Since speaking, writing, listening and reading are used daily in the performance of virtually all jobs for which vocational training is available, a project was conducted with the following objectives: (1) To determine basic communication skills that are common to jobs in seven occupational fields, (2) to identify the basic communications skills needed for employee entry level competency, and supervisor level competency, and (3) to disseminate the project results. Employees and supervisors from 30 occupational clusters answered written questionnaires about the communications skills involved in sending communications and receiving communications. Skills were divided into ways of communicating, kinds of information, and effectiveness of communications. Job categories were selected on the basis of existing programs, projected programs, and an Employment Security list of projected needs. In general, it was found that questionnaire respondents relied heavily on oral communications for both sending and receiving communications on a job. Talking and listening to one person face-to-face was reported as the most frequent way of communicating. Communication curricula, based on a task analysis of the job, should be developed in all vocational fields and should emphasize the development of one-to-one, face-to-face talking and listening skills and informal writing skills. The bulk of this report consists of tables and graphs depicting results for the seven occupational groups as well as for individual occupations within those groups. Major occupational categories are agricultural, business and office, distributive and marketing, health, home and family life, technical, and trade and industrial. Appendixes contain the questionnaires used with employees, supervisors, employee advisory groups, and supervisor advisory groups. (Author/HD)

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Occupational Communications Skills Analysis

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ABSTRACT

GRANT #OEG-0-74-1726

PROJECT #V0073VZ

TITLE: OCCUPATIONAL COMMUNICATIONS SKILLS ANALYSIS

PERSONNEL: James L. Blue, Project Director
Archie G. Breslin
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AGENCY: Washington State Commission for Vocational Education

AUDIENCE: (a) vocational instructors teaching communications skills;
(b) vocational instructors supplementing general communications courses;
(c) communications specialists teaching job-related communications skills;
(d) curriculum specialists developing job-related curricula in communications.

PROBLEM: Communication curricula and the materials that support them tend to teach: (1) speaking, to make a formal presentation; (2) writing, to produce a term paper or report; (3) reading and listening to support these activities.
Speaking, writing, listening and reading are used daily in the performance of virtually all jobs for which vocational training is available.
Therefore, it is appropriate that information about these occupational communications skills should be provided to persons charged with teaching them.

OBJECTIVES:
1. To determine basic communications skills that are common to jobs in seven occupational fields.
2. To identify the basic communications skills needed for (a) employee entry level competency, and (b) supervisor level competency.
3. To disseminate the project results.

METHODOLOGY: Employees and supervisors from thirty occupational clusters answered written questionnaires about the communications skills involved in sending communications and receiving communications. Skills were divided into: (1) ways of communicating, (2) kinds of information, (3) effectiveness of communications.

Job categories were selected on the basis of existing programs, projected programs, and an Employment Security list of projected needs.

CONCLUSIONS AND RECOMMENDATIONS: In general, this analysis reports that questionnaire respondents relied heavily on oral communications for both sending and receiving communications on a job. Talking and listening to one person face-to-face was reported as the most frequent way of communicating.

Communication curricula, based on a task analysis of the job, should be developed in all vocational fields. This curricula should emphasize the development of one-to-one, face-to-face talking and listening skills and informal writing skills.

FINAL REPORT

Project Number V0073VZ
Grant Number OEG-0-74-1726

OCCUPATIONAL COMMUNICATIONS SKILLS ANALYSIS

James L. Blue, Project Director
Archie G. Breslin
Arlene S. Buchanan
Robert L. Leingang

WASHINGTON STATE COMMISSION FOR VOCATIONAL EDCUATION

Olympia, Washington 98504
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U. S. DEPARTMENT OF
HEALTH, EDUCATION, AND WELFARE

Office of Education
Division of Research and Demonstration
Bureau of Occupational and Adult Education
Center for Adult, Vocational, Technical and Manpower

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CHAPTER I

INTRODUCTION

Vocational education programs are frequently criticized for providing communications skills training that does not relate to the technical skills of the job. The potential auto mechanic, carpenter, and clerk-typist have quite often found themselves studying and being held responsible for the same kinds of communications as all other vocational students. Some vocational students find themselves studying and being held responsible for the same kinds of communications as the potential doctor and lawyer. As a result, questions have been asked about the kinds of communications skills needed by persons who are engaged in the various occupations. It seems appropriate to answer these questions.

Tools necessary to do a job should--must--be designed for that particular job. Communications skills are tools. It is vital that the objectives of a communications unit, course, and/or program be directed precisely to the occupational need of the trainee.

An examination of textbooks and commercially produced supplementary classroom materials revealed that most communications subject matter contained in these materials tends to be (1) speaking, to make a formal presentation; (2) writing, to produce a term paper or technical report; and (3) reading and listening, to stimulate or support these activities. A review of educational research publications in the area of communications skills indicated that little has been done to identify speaking, writing, reading and listening skills that are used on jobs.

Speaking, writing, listening and reading are used daily in the performance of virtually all jobs for which vocational training is available. These skills are used during the informal interactions of employees and supervisors and include: giving and receiving directions, instructions and orders; describing and defining materials, processes and requirements; asking for information and services; and explaining technical processes in non-technical terms.

Communication has become an integral part of job skills. It seems appropriate that information about these occupational communications skills should be provided to persons charged with teaching them.

The initial activity of the Occupational Communications Skills Analysis Project was an ERIC search which was conducted by the Washington State Research Coordinating Unit in response to a request from the investigators. Descriptors requested were (a) communication skills, (b) verbal ability, (c) oral expression, (d) oral communication, (e) verbal communication (f) vocational education, (g) occupations, (h) skilled occupations, and (i) technical occupations. The search revealed seventy (70) references to some aspect of communications in occupational or vocational education settings. In addition, some thirty (30) technical manuals, texts, curriculum guides and studies on communications were examined.

From the ERIC search, it was discovered that of the seventy (70) reference items, twenty-nine (29), or just over 41% were directed toward the occupational communications skills development of the physically or mentally handicapped and/or the educationally deprived. The other items dealt with communication skills needed by teachers, while others were not even that closely allied to this study.

Several of the references, however, seemed to lend themselves to use by the classroom teacher or curriculum developer and others can be adapted for use when teaching communications skills to vocational students. Some of those that can be adapted for use are:

ED096476 CE002088
CORRELATED CURRICULUM PROGRAM: AN EXPERIMENTAL PROGRAM, ENGLISH LEVEL 1. PROJECT NO. 10006.
Nadell, Sara Anne; and others. New York City Board of Education, Brooklyn, New York. Bureau of Curriculum Development.

ED092785 CE001532
GENERIC SKILLS IN THE REASONING AND INTERPERSONAL DOMAINS
Smith, Arthur De W; and others. Training Research and Development Station, Prince Albert (Saskatchewan).

ED099053 CS200954
BUILDING INDUSTRIAL COMMUNICATIONS: LISTENING, SPEAKING, WRITING, READING. GRADE XII. Natchitoches Parish School Board, La.

ED088051 CS200952
INDUSTRIAL COMMUNICATION READING, SPEAKING, LISTENING, WRITING, GRADE XII. Natchitoches Parish School Board, La.

ED084615 CS500510
CAREER COMMUNICATION AND THE COMMUNITY COLLEGE
Muchmore, John

ED067691 CS200167
DISTRIBUTIVE EDUCATION 1-8726 (COMMUNICATION SKILLS RELATING TO MARKETING AND DISTRIBUTION), Dept. 48: 8726.3
Dade County Public Schools, Miami, Florida

ED065665 VT015581
INSTRUCTIONAL MATERIALS VOCATIONAL RELATED ENGLISH
Oklahoma State Department of Vocational and Technical Education, Stillwater, Oklahoma

ED003093 08
PROGRAM FOR TECHNICAL COMMUNICATIONS TRAINING INSTITUTE FOR TECHNICAL EDUCATION TEACHERS, SUMMARY REPORT.
Weisman, Herman M. Colorado State Univ. Fort Collins

ED001428
ENGLISH FOR VOCATIONAL SCHOOLS
Johnston, Frank P.; and others, New York State Department of Education, Albany, New York

EJ055784 VT503536
COORDINATED OCCUPATIONAL COMMUNICATIONS: AN EXPERIMENT IN KANSAS VOCATIONAL SCHOOLS
Jones, Dolores; American Vocational Journal; 47;4; 46-68 Apr. 72

EJ034286 VT502227
TODAY'S COMMUNICATIONS IN CLERICAL PRACTICE
Green, Heneln H., Business Education Forum; 25;5; 14-16 Feb. 71

ED029951 VT007228
OCCUPATIONAL COMMUNICATION COMPETENCIES: A LIST OF AUDIO-VISUAL AIDS FOR HELPING PUPILS ACQUIRE OCCUPATIONALLY USEFUL ORAL COMMUNICATION CAPABILITIES

An examination of the other sources provided five volumes that are closely allied to this study, plus one--the Saskatchewan project--that provides strong reinforcement for the results of the investigation undertaken by this project. The six publications that provide subject matter and material that are closely related to the kinds of information obtained from this survey:

DEVELOPMENT OF AN INSTRUMENT FOR PRESCRIBING COMPENSATORY EDUCATION FOR VOCATIONAL TRAINEES June 1975, Research Coordinating Unit, The Commission for Vocational Education, Building 17, Airdustrial Park, Olympia WA 98504

THE PROFESSIONAL'S GUIDE FOR INSTRUCTION: INDUSTRIAL COMMUNICATIONS Kent Public Schools, Kent School District #415, Kent WA 98031

A METHODOLOGY TO ASSESS THE CONTENT AND STRUCTURE OF AFFECTIVE AND DESCRIPTIVE MEANINGS ASSOCIATED WITH THE WORK ENVIRONMENT December 1974, The Center for Vocational Education, The Ohio State University, 1960 Kenny Road, Columbus OH 43210

A VOCATIONAL APPROACH TO WRITTEN COMMUNICATIONS July 1974-March 1975 Nebraska State Department of Education, Division of Vocational Education, and Nebraska Research Coordinating Unit, Box 33, Henzlik Hall, University of Nebraska, Lincoln NE

COMMUNICATIONS REQUIREMENTS FOR TECHNICAL OCCUPATIONS 1970, The Commission for Vocational Education (formerly Coordinating Council for Occupational Education), Building 17, Airdustrial Park, Olympia WA 98504

GENERIC SKILLS 1973 Training Research and Development Station,
Dept. of Manpower and Immigration, Prince Albert, Saskatchewan

GOALS AND OBJECTIVES

The purpose of the project was to gather information necessary for building: (1) curriculum materials related to communications skills used every day on the job, and (2) a vocabulary supportive of the technical vocabulary learned in technical skills programs.

The objectives of this project are:

1. To determine 15-25 basic communications skills involving speaking, writing, reading and listening that are common to jobs in seven occupational fields.

2. To identify the basic communications skills involving speaking, writing, reading and listening that are needed for (a) employee entry level competency, and (b) supervisor level competency.

3. To determine a basic vocabulary of 50-100 descriptive and discriminative words/phrases that allow effective application of the technical vocabulary used in seven occupational fields.

4. To disseminate the project results to educational agencies in the ten northwestern states of Alaska, Colorado, Idaho, Montana, North Dakota, Oregon, South Dakota, Utah, Wyoming and Washington, served by the Northwestern Vocational Curriculum Management Center; and to the other five Curriculum Management Centers in the National Network of Curriculum Coordination for Vocational-Technical Education

Educators who might benefit from these findings are:

(a) vocational instructors who are responsible for teaching related communications skills;
(b) vocational instructors who see a need to supplement general communications courses with training in specific communications skills;
(c) communications specialists charged with teaching job-related communications skills;
(d) curriculum specialists charged with developing job-related curricula in communications.

It is hoped that this information can be used to make communications skills training more supportive of technical skill training and more relevant to potential jobs.

METHOD

Employees and supervisors from thirty (30) occupational clusters were asked to participate in an occupational communications skills survey. Survey respondents were:

(1) entry level employees, who were selected by instructors of cooperating educational agencies, working in their vocational skill area who had graduated from a vocational education program at least one year prior to this survey;
(2) supervisors who are the entry level employees' immediate supervisors;
(3) members of advisory committees (employees and supervisors) who were advisors for corresponding vocational education programs.

Generally, the project was limited to an individual inquiry of the kinds of communications skills that persons employ in their occupational areas. No attempt was made to elicit responses from an equal number of persons in each occupation nor was there concern about equality of numbers between employees and supervisors. The techniques and instruments used to collect the materials were designed to accumulate learned opinion rather than to develop "pure" research. The intent is to use data obtained from persons most closely associated with and knowledgeable about what is, in fact, required on the job. By such procedures it should become feasible to make curriculum content decisions which are data-based and data-substantiated, instead of relying solely upon a panel of advisors or the experience of individual instructors.

Written survey questionnaires (Appendices A, B, C, D) collected information about the communications skills involved in sending communications (speaking and writing) and receiving communications (listening and reading.) The communications skills were divided into three groups: (1) ways of communicating, (2) kinds of information, and (3) effectiveness of communications.

An entry level employee and the employee's immediate supervisor from each of the 30 occupational clusters, answered a detailed questionnaire (Appendices A, B). Members of the advisory committees used condensed forms of the questionnaire (Appendices C, D). Employees responded to questions about communications with other employees, customers and their supervisors; supervisors responded to questions about communications with other supervisors, employees, customers and top management.

Occupation and job category selections were chosen on the basis of jobs for which entry level training is normally completed with high school and/or not more than two years of post-high training; of existing training programs, projected training programs, and a Washington State Employment Security list of projected manpower needs. State vocational administrators, specialists in the selected occupations, were consulted in order to determine the local education agencies with active, dynamic advisory committees. Local vocational program directors in these educational agencies were asked to cooperate in the project activities.

After the occupations and the job categories were selected, the occupational communications skills model was developed. Lists of communications skills were obtained by reviewing job descriptions, task analyses and published materials about the selected job categories and occupations. These lists were expanded and/or refined into a task inventory. This task inventory was used as the basis for a communication skills model. The occupational communications skills questionnaire was developed from the communications skills model.

The occupational communications skills analysis and questionnaire were explained orally, face-to-face to the entry level employee and the employee's supervisor. These respondents were instructed to complete the questionnaire in the order in which it was presented. They were asked to evaluate, according to their frequency of use, the listed communications skills, then rank them according to the first most frequently used, the second most frequently used, and the third most frequently used. The respondents began answering the questionnaire with the help of a project supervisor. They were then instructed to work alone on the remainder of the questionnaire and to mail the completed questionnaires to the project supervisor.

Advisory committee meetings were convened by local vocational personnel. A project supervisor attended the meetings to explain the occupations communications skill analysis and the questionnaire. During the meeting, each advisory committee member answered a condensed occupational communications skills questionnaire; at the end of the meeting, the project supervisor collected the completed questionnaires.

After the completion of the survey, computer services were employed to sort, summarize, tabulate, and rank the data collected from the occupational communications skills questionnaire. The data from the questionnaires were ranked according to the frequency of the participants' responses. The computerized communications skills rankings were further summarized by project supervisors so that the occupational communications skill analysis information could be graphically displayed for this report.

CHAPTER II

AGRICULTURAL OCCUPATIONS

Agricultural employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 1-12.

Individual employee responses are summarized in Figures 1-6;
Individual supervisor responses are summarized in Figures 7-12.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 1-12.

Advisory Group employee responses are summarized in Tables 1-6;
Advisory Group supervisor responses are summarized in Tables 7-12.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Agricultural business	Management trainee
Agricultural technology	Truck driver
Forest management	Crew foreman
Nursery/Greenhouse	Greenhouse employee
Ornamental horticulture	Gardener II

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Agricultural business	Bookkeeper, Sales clerk and Purchaser, Farm equipment salesman, Tire salesman and serviceman
Agricultural technology	Warehouseman, Segregator, Forklift driver, Apple sorter
Forest management	Timber management assistant, Forestry technician
Nursery/Greenhouse	General employee
Ornamental horticulture	Grounds superintendent, General employee, Work/study student

Analysis of Questionnaire Responses

Ways Employees Send Communications (Figure 1, Table 1) Analysis of agricultural employees responses indicated that talking skills were used more frequently than writing skills. Information was given most frequently by talking to one person face-to-face. Individuals who completed the detailed questionnaire reported that they talked to persons in a group more frequently than they wrote communications. When writing was used, the employees selected memos and notes more frequently than the more formal communications of letters and reports. While the variance between talk and write is greater in the individual responses than in the advisory group responses, the ways of communicating were ranked in the same order.

Kinds of Information Employees Send in Communications, Talk/Write (Figures 2, 3, Tables 2, 3) Approximately two-thirds of the agricultural employees responses fell into the categories of being assertive (giving advice, opinions, etc.), giving directions (directions, instructions, orders) and asking questions, in that order. The offering of opinions, listed in the assertive group, was the most frequent kind of information given. Opinions were given in the majority of cases by talking rather than by writing. When questions were asked, they were more likely to be spoken than written.

Ways Employees Receive Communications (Figure 4, Table 4) The questionnaire responses indicated that the agricultural employees received most frequently by listening to one person face-to-face. When reading was used to receive information, the employees answering the detailed questionnaire were most likely to read letters and reports; the advisory group employees answering the condensed questionnaire were most likely to read memos and notes.

Kinds of Information Employees Receive in Communications (Figures 5,6, Tables 5,6) The kinds of communications grouped as assertions (advice, opinions, etc.) and directions (directions, instructions, orders) are received most frequently by the employees. This information is usually received by listening.

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

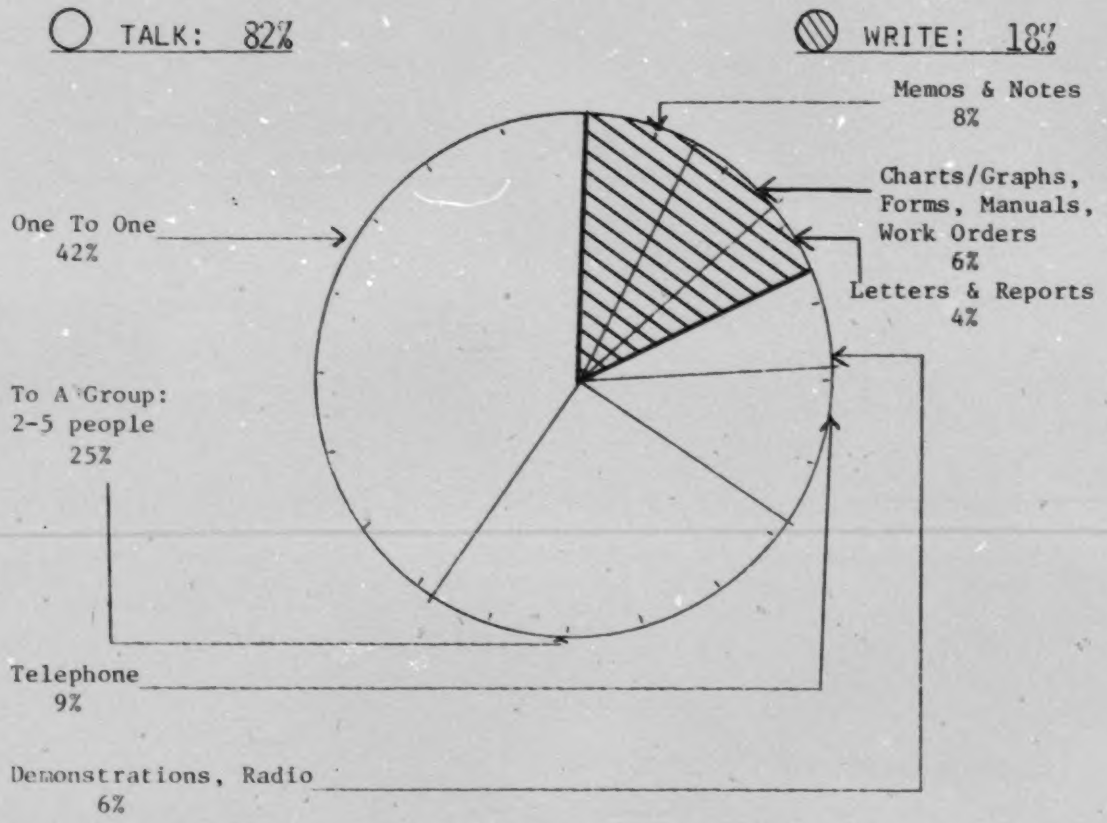


Figure 1

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

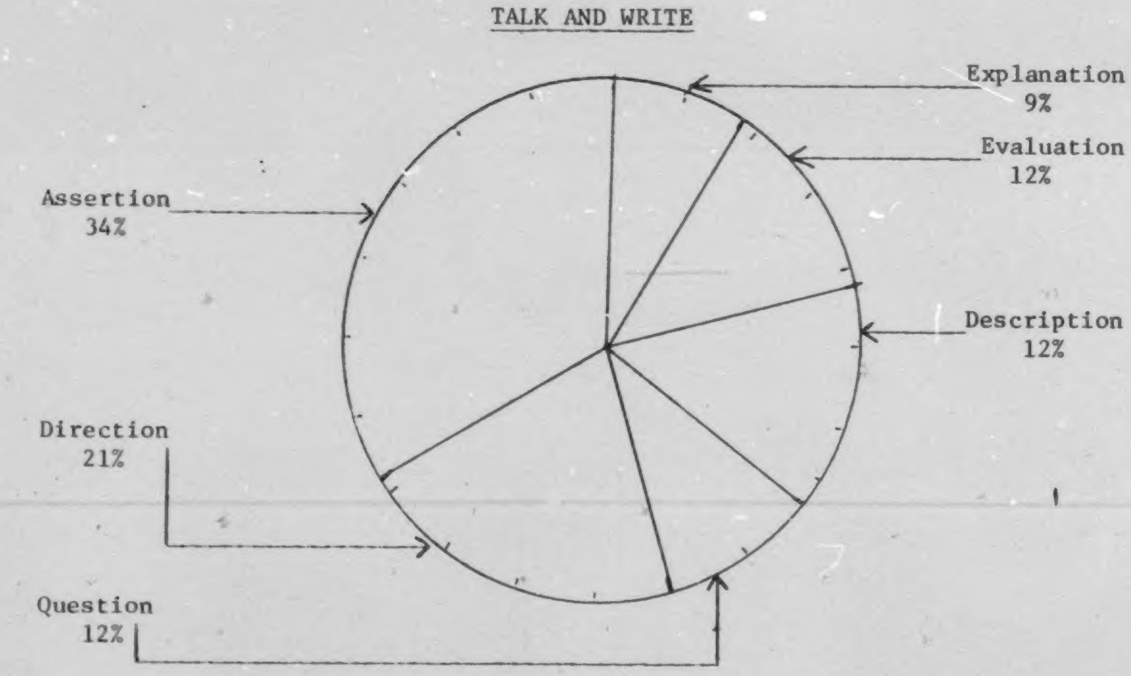
TALK: 68%		WRITE: 32%	
ONE TO ONE	36%	MEMOS & NOTES	21%
TO A GROUP: 2-5 PEOPLE	12%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	10%
TELEPHONE	12%	LETTERS & REPORTS	3%
DEMONSTRATIONS, RADIO	8%		

Table 1

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 2

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	27%
DIRECTION	19%
QUESTION	18%
EXPLANATION	16%
EVALUATION	12%
DESCRIPTION	8%

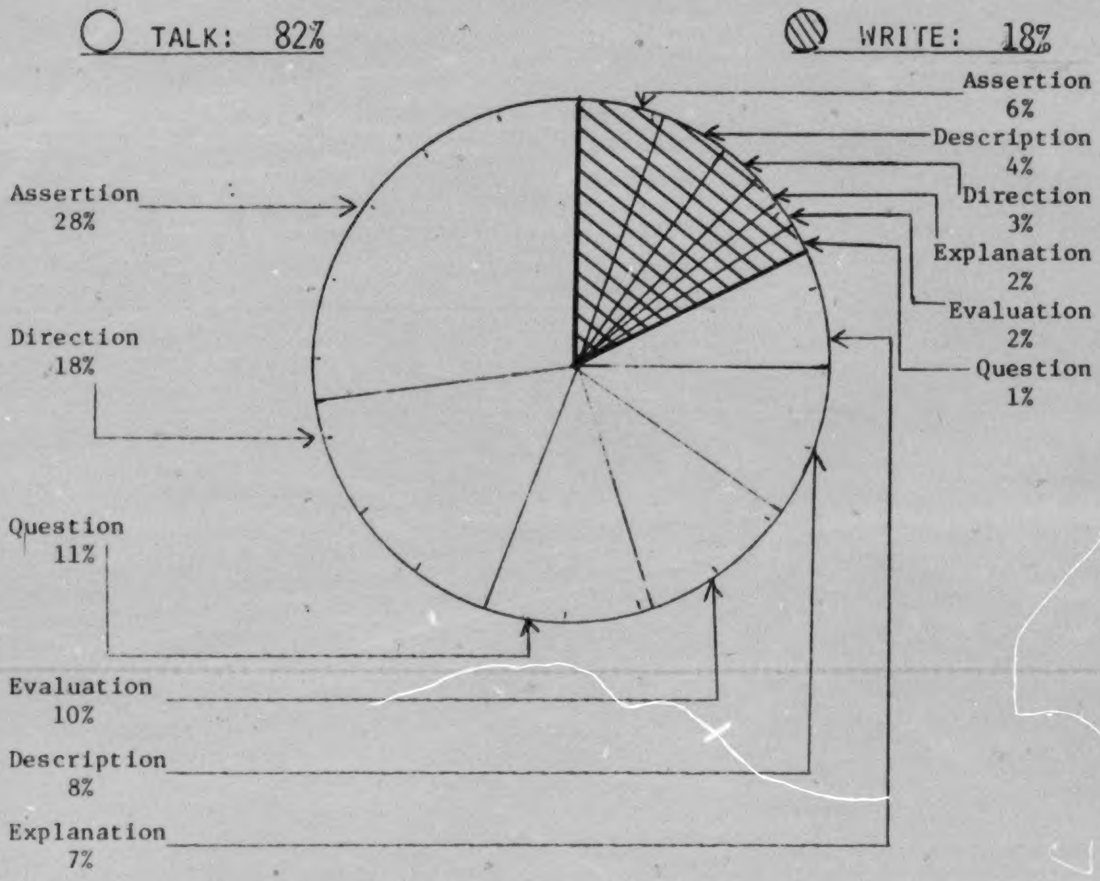
ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST,
DIRECTION: DIRECT, INSTRUCT, ORDER.
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 2

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 3

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK 68%		WRITE 32%	
ASSERTION	19%	DIRECTION	9%
QUESTION	16%	ASSERTION	8%
DIRECTION	10%	EXPLANATION	6%
EXPLANATION	10%	DESCRIPTION	4%
EVALUATION	9%	EVALUATION	3%
DESCRIPTION	4%	QUESTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 3

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

○ LISTEN: 72%

▨ READ: 28%

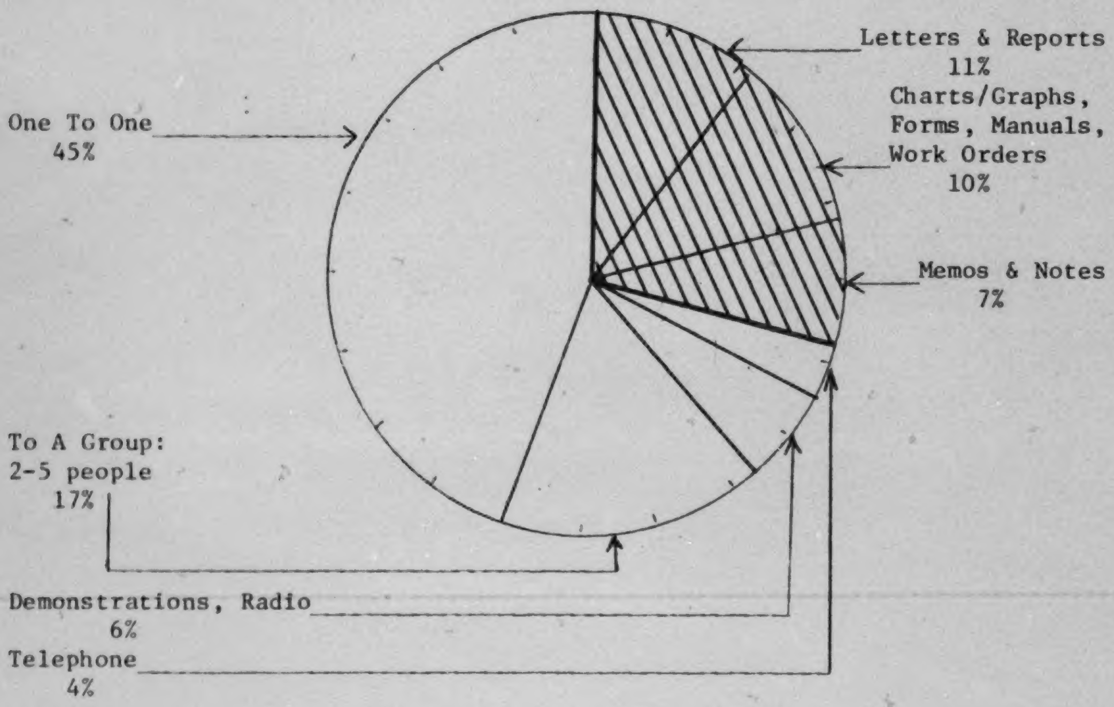


Figure 4

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

LISTEN: 70%		READ: 30%	
ONE TO ONE	36%	MEMOS & NOTES	17%
TELEPHONE	13%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	9%
DEMONSTRATIONS, RADIO	12%	LETTERS & REPORTS	4%
TO A GROUP: 2-5 PEOPLE	9%		

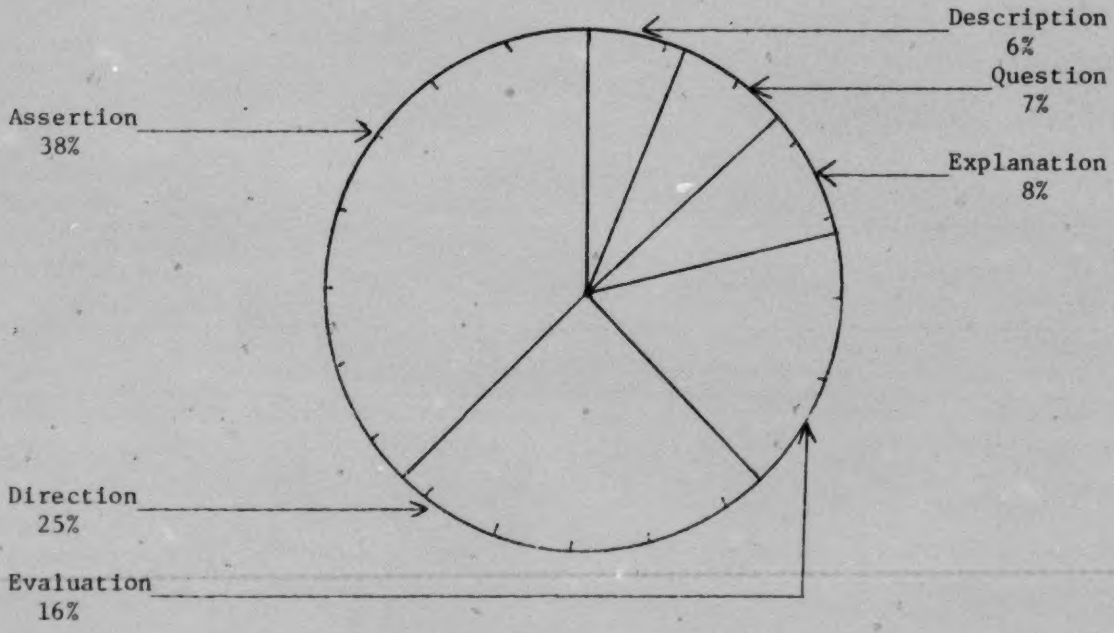
Table 4

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 5

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ

DIRECTION	29%
ASSERTION	21%
QUESTION	19%
EVALUATION	12%
EXPLANATION	10%
DESCRIPTION	9%

ASSERTION: ADVISE, OPINION, PROPOSE, RECOMMEND, SELL, PERSUADE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

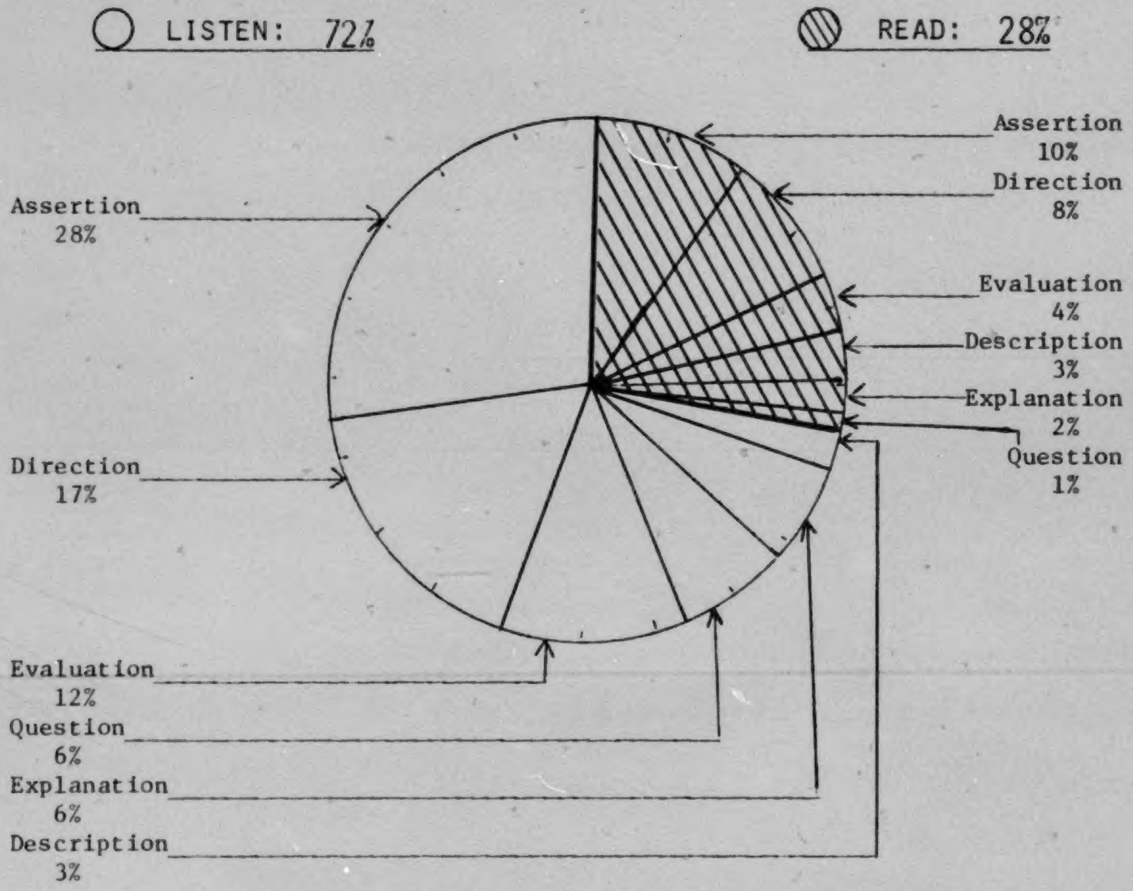
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 5

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 6

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN: 70%		READ: 30%	
DIRECTION	18%	DIRECTION	11%
ASSERTION	16%	ASSERTION	5%
QUESTION	15%	QUESTION	4%
EVALUATION	9%	EXPLANATION	4%
EXPLANATION	6%	EVALUATION	3%
DESCRIPTION	6%	DESCRIPTION	3%

ASSERTION: ADVISE, OPINION, PROPOSE, RECOMMEND, SELL, PERSUADE, SUGGEST.
DIRECTION: DIRECT, INSTRUCT, ORDER.
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 6

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire (Appendix B)

Occupational Clusters	Job Categories
Agricultural business	Area salesman
Agricultural technology	Assistant general manager
Forest management	Timber management assistant
Nursery/Greenhouse	Greenhouse manager
Ornamental horticulture	Director

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix D)

Occupational Clusters	Job Categories
Agricultural business	Agronomist, Production controller, Vice-president, Farm operator, Production foreman, President, General manager
Agricultural technology	Packing foreman, General manager, Warehouse foreman, Fieldman, Assistant manager, Supervisor, Shipping foreman
Forest management	District manager, District supervisor
Nursery/Greenhouse	Co-owner, Partner, Supervisor Assistant manager, Owner
Ornamental horticulture	Gardener II, Designer, Foreman, Owner, Secretary

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 7, Table 7) When agricultural supervisor responses to both questionnaires were ranked, they were identical. The agricultural supervisors indicated that talking was their most frequent way of sending communications; talking to one person face-to-face and talking to a group of 2-5 persons were reported as the most frequently used communications. When communications were written, the supervisors indicated that they usually wrote memos and notes.

Kinds of Information Supervisors Send in Communications (Figures 8, 9, Tables 8, 9) The agricultural supervisors reported that the information most frequently sent by them included the kinds of communications summarized as assertion (advice, opinion, etc.). Over 1/3 of the supervisor responses were reported in this group. When the responses of supervisors from both questionnaires were ranked by frequency, the kinds of information sent by supervisors ranked in the same order. According to the occupational cluster analysis about 1/2 of the responses made by agricultural business supervisors recorded the kinds of information given as opinions (part of the assertion group) and directions (part of the direction group); over 2/3 of the agricultural business supervisors responses to these kinds of information indicated talking as the way of communicating the information. Supervisors in forest management, nursery/greenhouse and ornamental horticulture indicated that they most frequently asked questions and gave explanations when they were sending communications. The usual way of communicating these kinds of information was oral.

Ways Supervisors Receive Communications (Figure 10, Table 10)
Supervisors answering both questionnaires reported listening as the most frequent way of receiving information; listening to one person face-to-face was most frequently reported. Other frequent selections included listening to a group of 2-5 persons and listening by telephone. When reading was used to receive information, the supervisors indicated that they were most likely to read memos and notes.

Kinds of Information Supervisors Receive in Communications (Figures 11, 12, Tables 11, 12) Supervisor questionnaire responses indicated that the communication categories grouped as assertions (advice, opinions, etc.) and directions (directions, instructions, orders) are the kinds of information received most frequently by the supervisors. When single communications categories were considered, the supervisors selected questions most frequently. These kinds of information were usually received by listening.

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

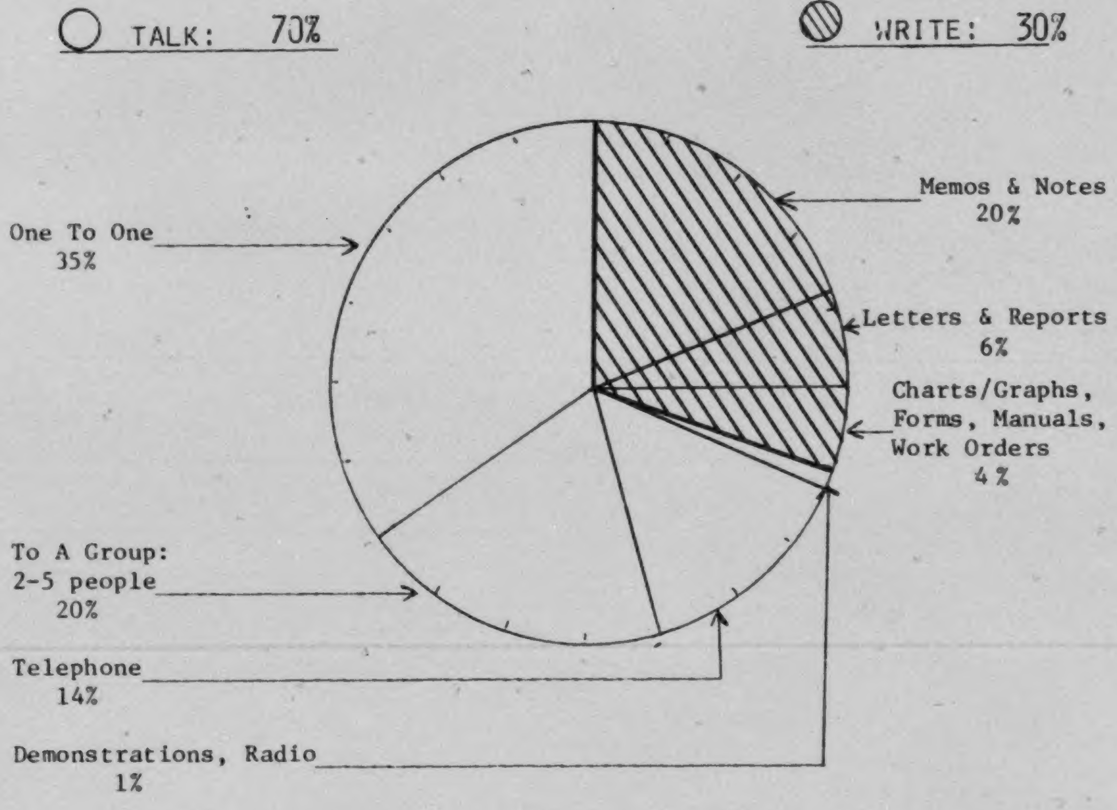


Figure 7

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

ONE TO ONE	35%
TO A GROUP: 2-5 PEOPLE	16%
TELEPHONE	15%
DEMONSTRATIONS, RADIO	11%
MEMOS AND NOTES	15%
LETTERS & REPORTS	4%
CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	4%

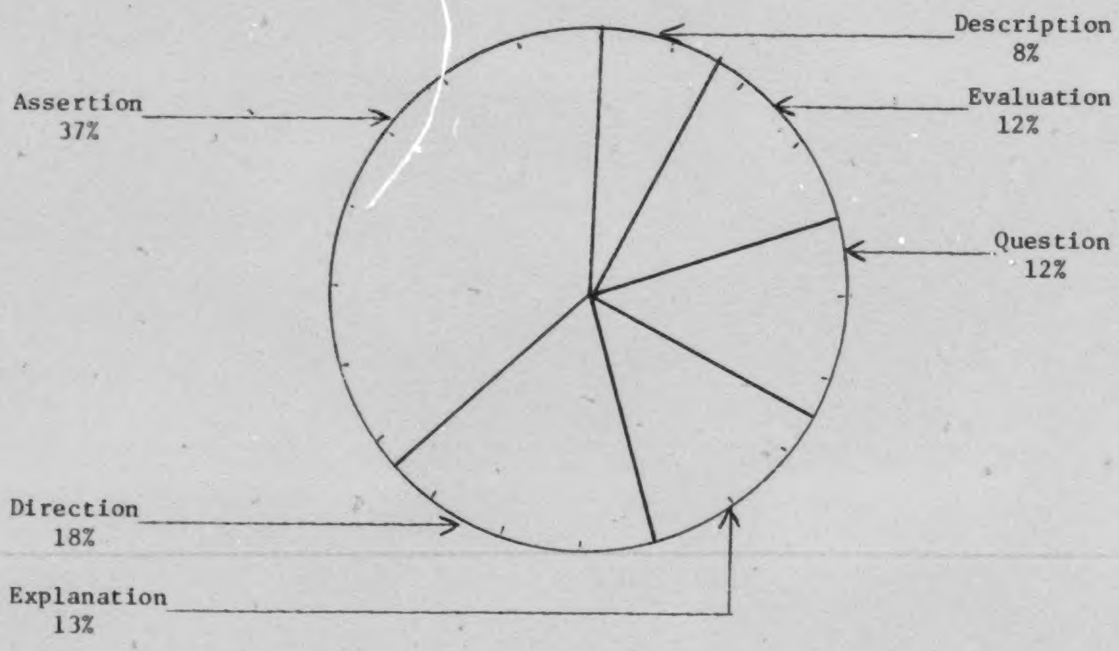
Table 7

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 8

ADVISORY GROUP SUPERVISOR RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	42%
DIRECTION	21%
EXPLANATION	12%
QUESTION	12%
EVALUATION	7%
DESCRIPTION	6%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

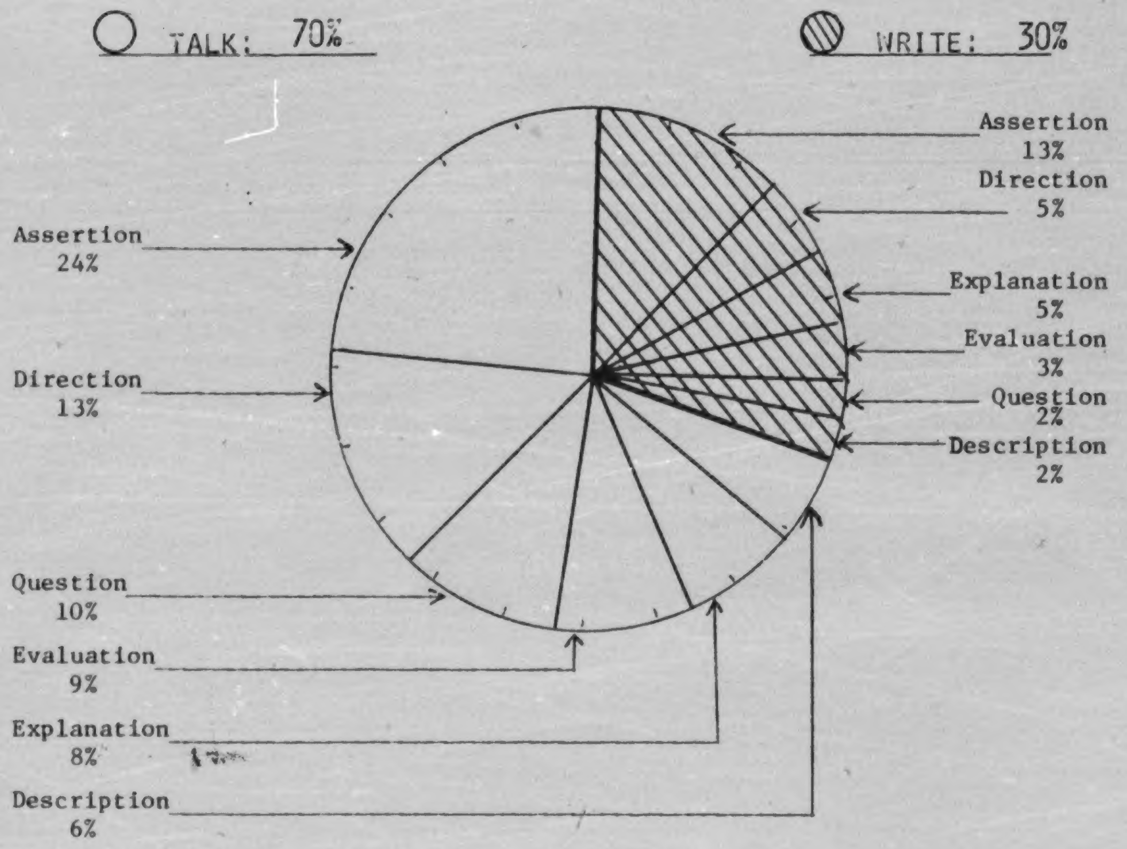
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 8

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion:	advise, opinion, propose, recommend, sell, persuade, suggest.
Direction:	direct, instruct, order.
Evaluation:	assure, appreciate, compliment, correct, scold, reprimand.

Figure 9

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 77%		WRITE: 23%	
ASSERTION	33%	ASSERTION	9%
DIRECTION	14%	DIRECTION	7%
QUESTION	11%	EXPLANATION	3%
EXPLANATION	9%	DESCRIPTION	2%
EVALUATION	6%	QUESTION	1%
DESCRIPTION	4%	EVALUATION	1%

ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 9

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

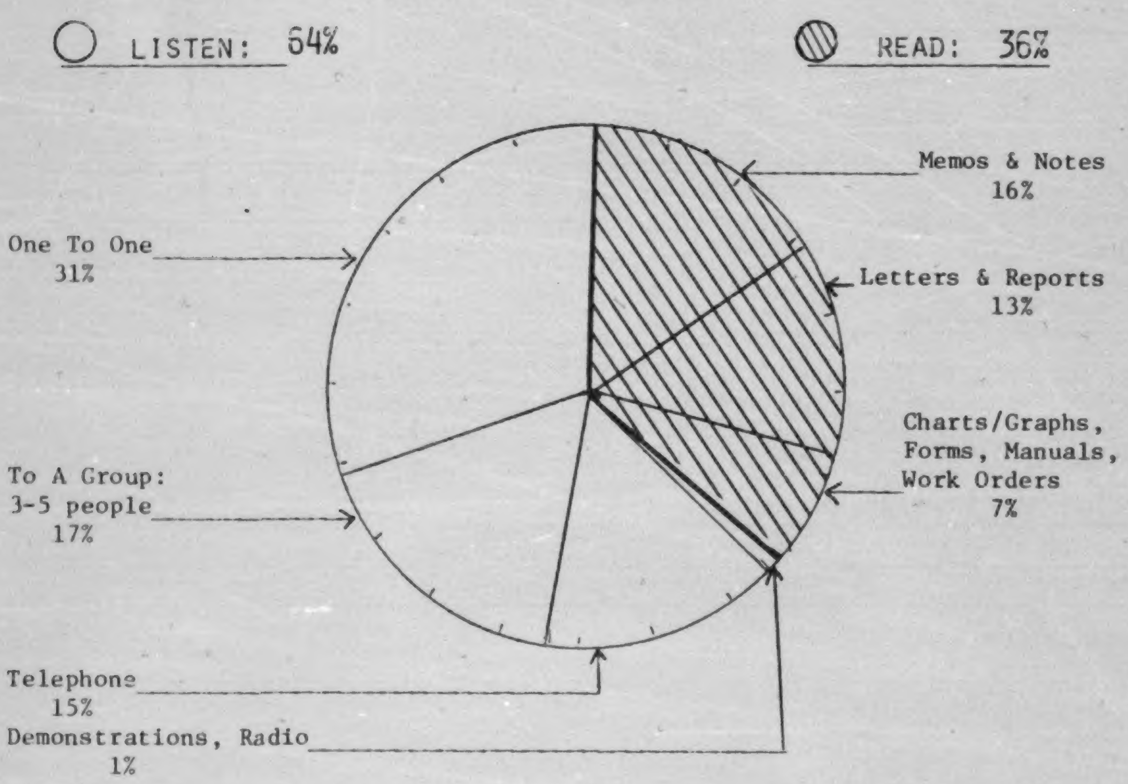


Figure 10

AGRICULTURAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

LISTEN: 80%		READ: 20%	
ONE TO ONE	35%	MEMOS & NOTES	12%
TELEPHONE	23%	LETTERS & REPORTS . .	6%
TO A GROUP: 2-5 PEOPLE	12%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	2%
DEMONSTRATIONS, RADIO	10%		

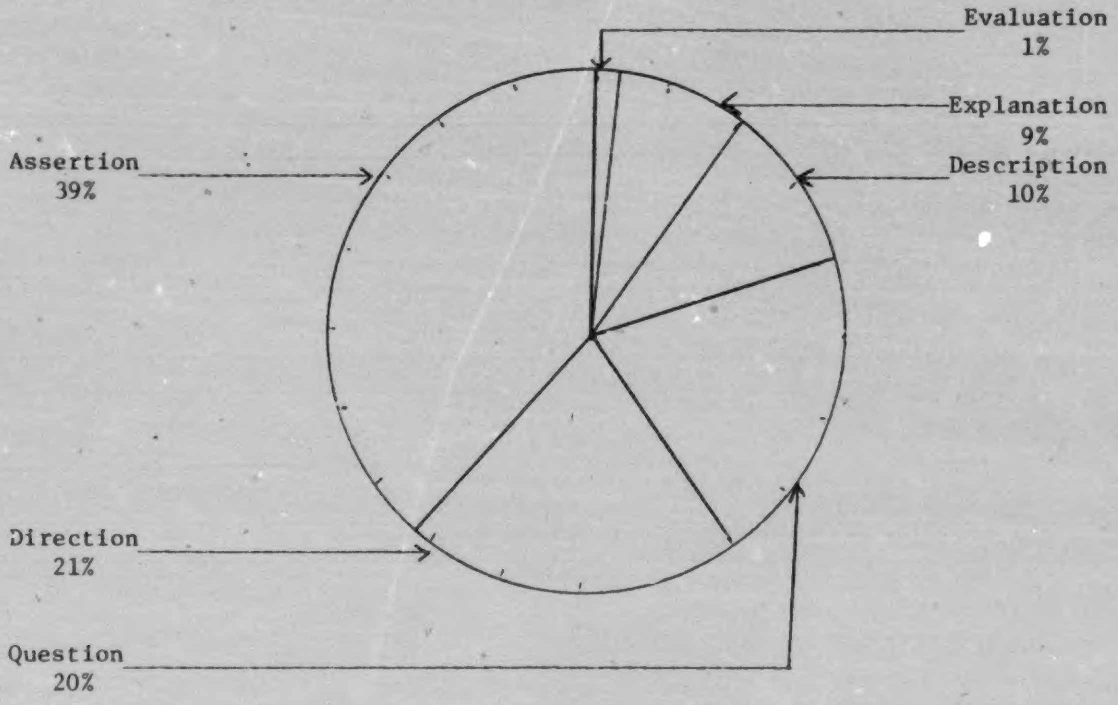
Table 10

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 11

ADVISORY GROUP SUPERVISOR RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
ASSERTION	30%
QUESTION	26%
DIRECTION	21%
EXPLANATION	12%
EVALUATION	7%
DESCRIPTION	4%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

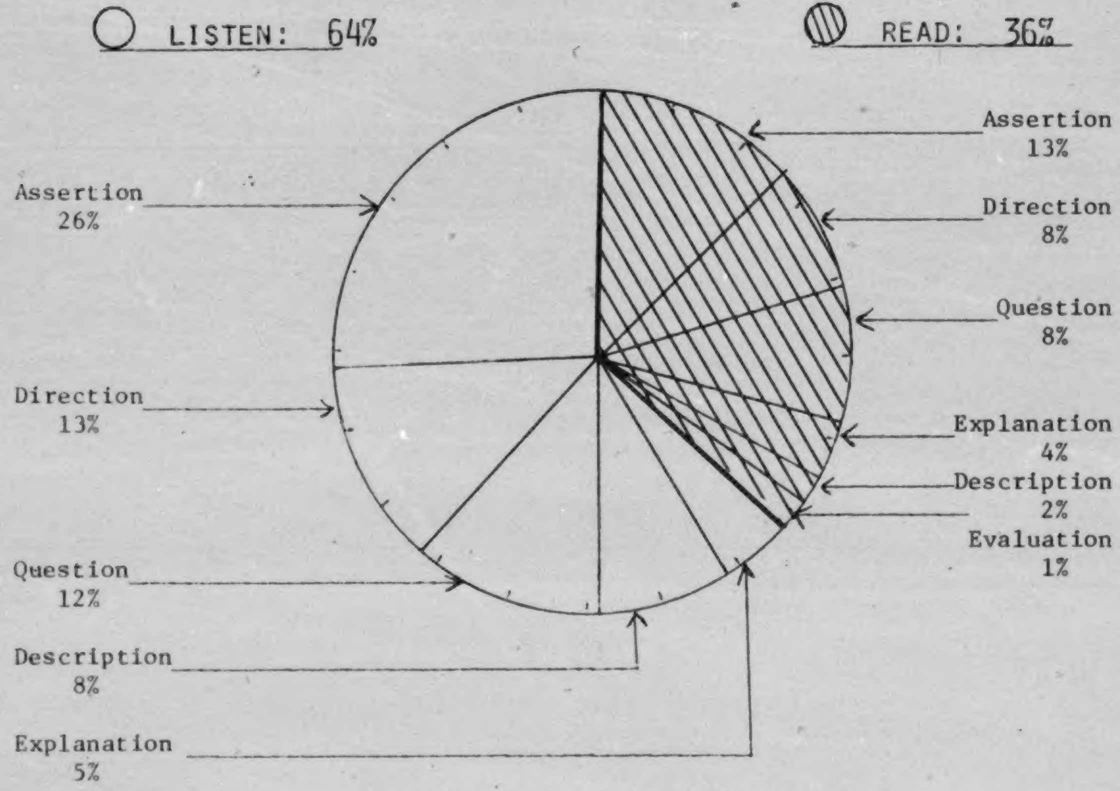
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 11

AGRICULTURAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 12

ADVISORY GROUP SUPERVISOR RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN: 80%		READ: 20%	
ASSERTION	24%	DIRECTION	7%
QUESTION	24%	ASSERTION	6%
DIRECTION	14%	EXPLANATION	3%
EXPLANATION	9%	QUESTION	2%
EVALUATION	6%	EVALUATION	1%
DESCRIPTION	3%	DESCRIPTION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 12

CHAPTER III

BUSINESS AND OFFICE OCCUPATIONS

Business and Office employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 13-24.

Individual employee responses are summarized in Figures 13-18; Individual supervisor responses are summarized in Figures 19-24.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 13-24.

Advisory Group employee responses are summarized in Tables 13-18; Advisory Group supervisor responses are summarized in Tables 19-24.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Clerk-typist	Clerk-typist
Junior accountant	Cost accountant
Recordkeeper	Administrative clerk
Secretary	Secretary

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Clerk-typist	Clerk-typist, Team leader
Junior accountant	Accounts clerk, Accountant, Internal auditor
Recordkeeper	Mail messenger, Clerk, Junior buyer, Accounting clerk, Administrative clerk
Secretary	Secretary, Clerk-steno, Secretary/bookkeeper, Clerk-typist

Analysis of Questionnaire Responses

Ways Employees Send Communications (Figure 13, Table 13) In the business and office occupations, the employee questionnaire responses were almost evenly divided between oral and written communications. When responses from employees answering the detailed questionnaire were considered, the clerk-typist and secretary indicated that they most frequently talked when they sent communications; the junior accountant and recordkeeper indicated that they most frequently sent communications by writing. Although 63% of the clerk-typist's responses indicated talking to one person face-to-face as a frequent way of sending communications, when all employee responses to the detailed questionnaire were considered, the percentage dropped to 36%. Responses from the field as a whole indicated that talking to one person face-to-face and writing memos and notes were used with almost equal frequncy.

Kinds of Information Employees Send in Communications, Talk/Write (Figures 14, 15, Tables 14, 15) Kinds of communications identified in a group as assertions (advice, opinions, etc.) were used most frequently by business and office employees. These assertive communications were more likely to be spoken than written. When individual communications categories were considered the employees indicated that if they were talking they were most frequently asking questions and if they were writing they were most frequently giving explanations.

Ways Employees Receive Communications (Figure 16, Table 16) Detailed questionnaire responses were almost evenly divided between listening and reading. Advisory group employees responses indicated they used listening more frequently than reading as a means of receiving communications. Listening to one person face-to-face was chosen most frequently by the supervisores as their way of receiving information. Employees answering both questionnaires reported that written information was most frequently received in the form of memos and notes.

Kinds of Information Employees Receive in Communications (Figures 17, 18, Tables 17, 18) When kinds of communications received were considered by the employees, over 50% of the responses fell into the communications categories, directions, instructions, orders and questions. They reported that these communications were received by both listening and reading.

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

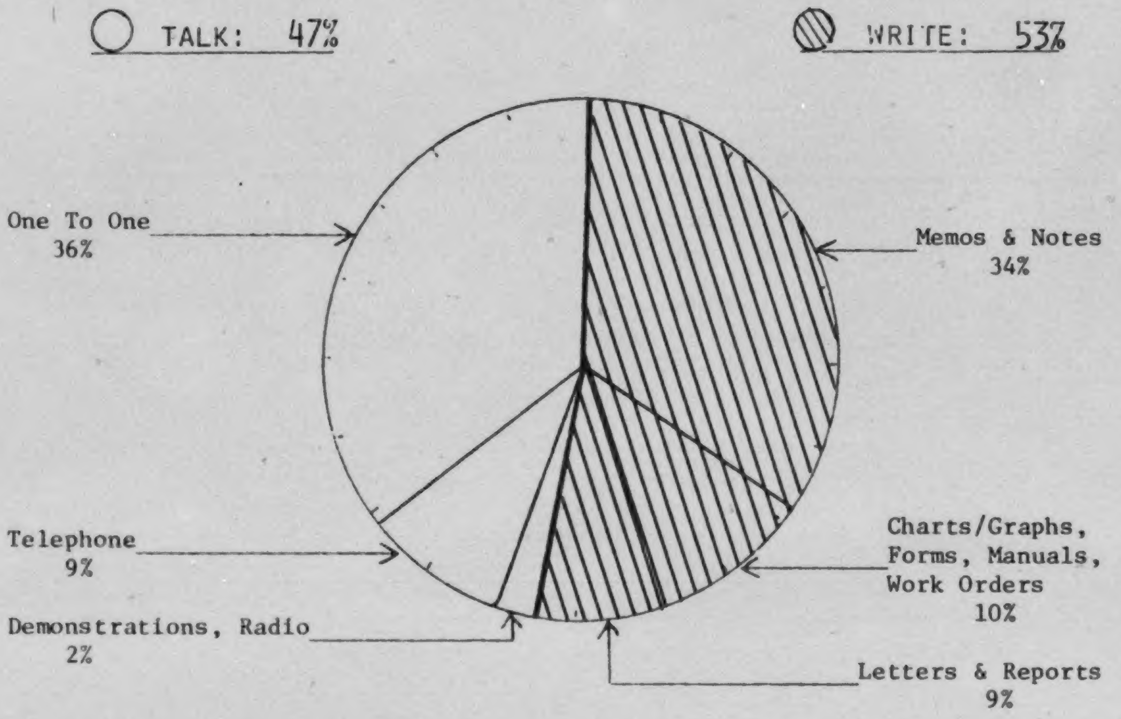


Figure 13

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

TALK:	58%
ONE TO ONE	32%
TELEPHONE	22%
TO A GROUP: 2-5 PEOPLE	4%

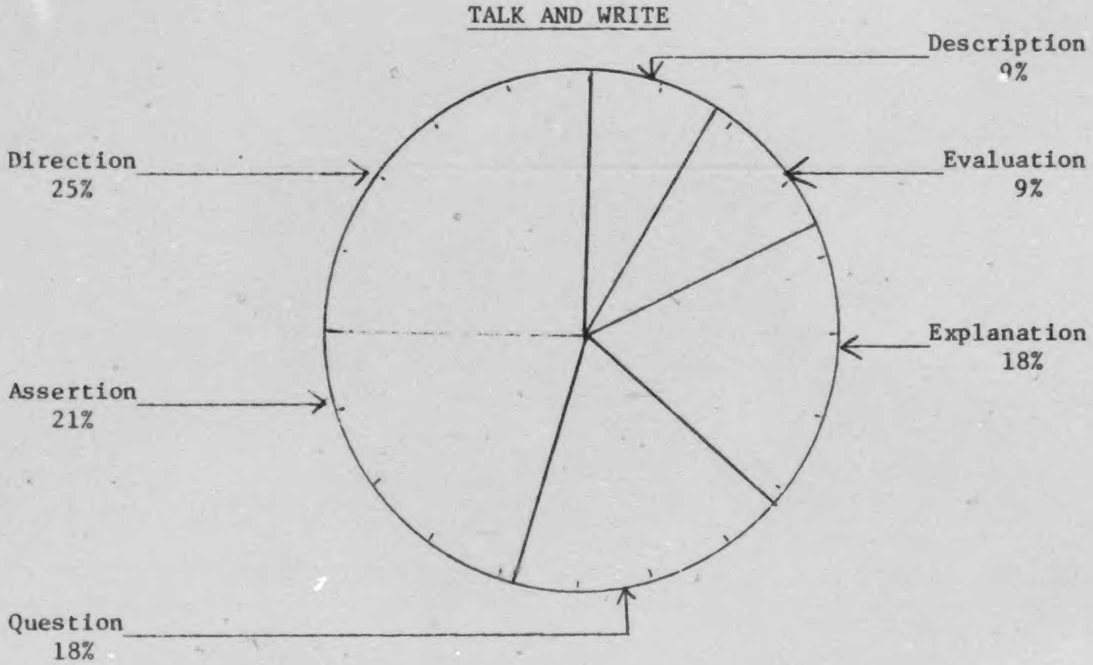
WRITE:	42%
MEMOS & NOTES	33%
LETTERS & REPORTS	8%
CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	1%

Table 13

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 14

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	28%
QUESTION	24%
EXPLANATION	21%
DIRECTION	18%
DESCRIPTION	5%
EVALUATION	4%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

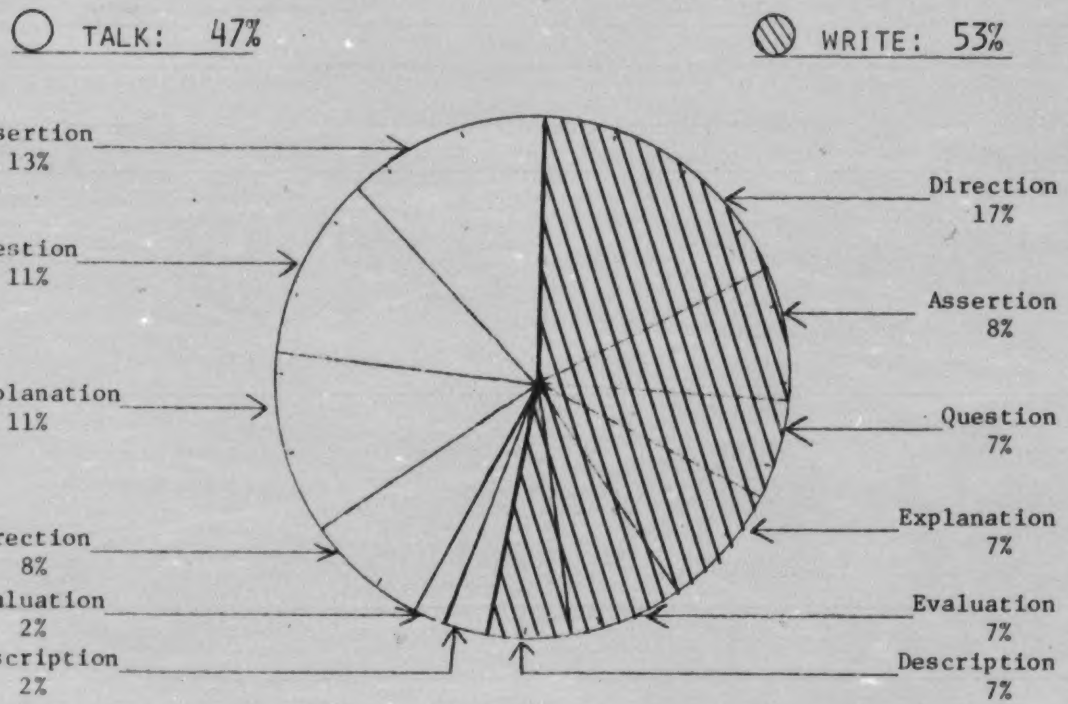
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 14

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 15

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK: 58%		WRITE: 42%	
ASSERTION	17%	ASSERTION	11%
QUESTION	17%	DIRECTION	11%
EXPLANATION	12%	EXPLANATION	9%
DIRECTION	7%	QUESTION	7%
EVALUATION	3%	DESCRIPTION	3%
DESCRIPTION	2%	EVALUATION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 15

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

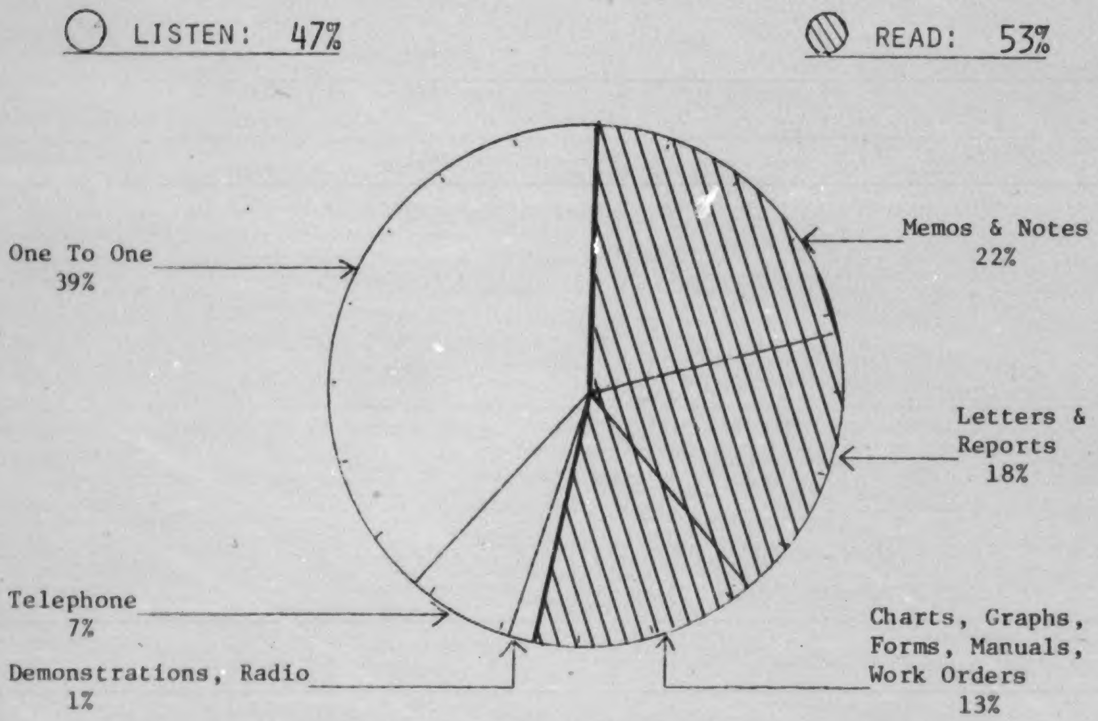


Figure 16

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

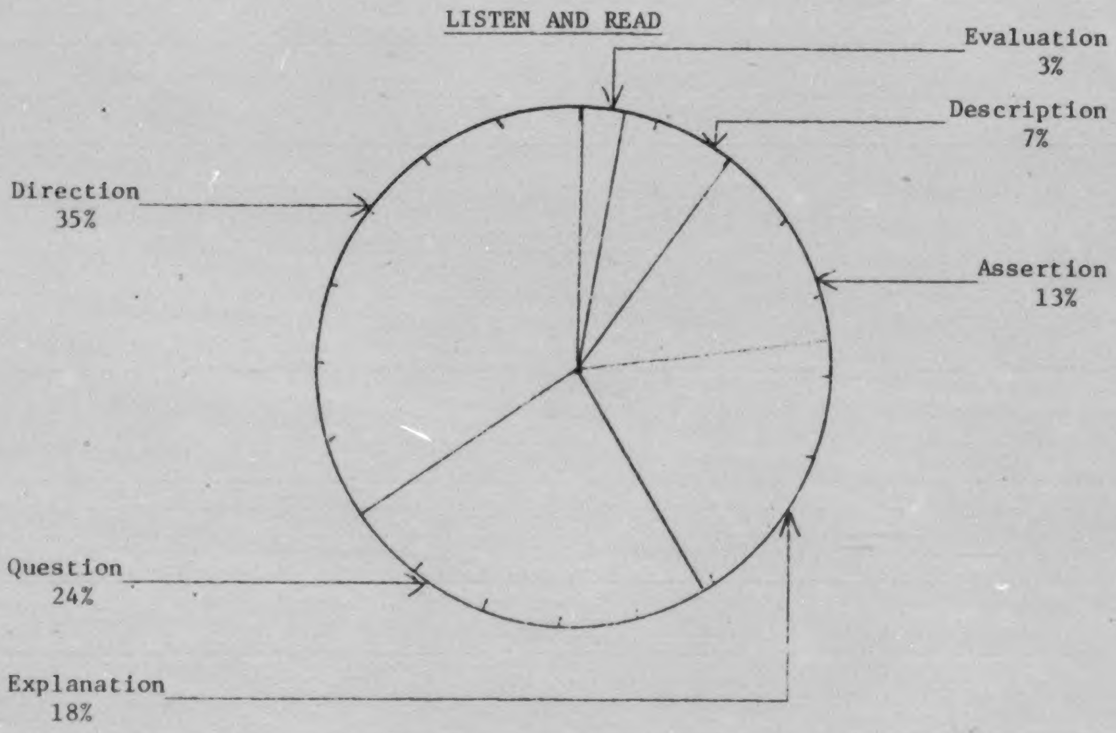
LISTEN: 62%		READ: 38%	
ONE TO ONE	31%	MEMOS & NOTES	27%
TELEPHONE	25%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	6%
TO A GROUP: 2-5 PEOPLE	5%	LETTERS & REPORTS	5%
DEMONSTRATIONS, RADIO	1%		

Table 16

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 17

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
DIRECTION	32%
QUESTION	24%
ASSERTION	17%
EXPLANATION	15%
EVALUATION	7%
DESCRIPTION	5%

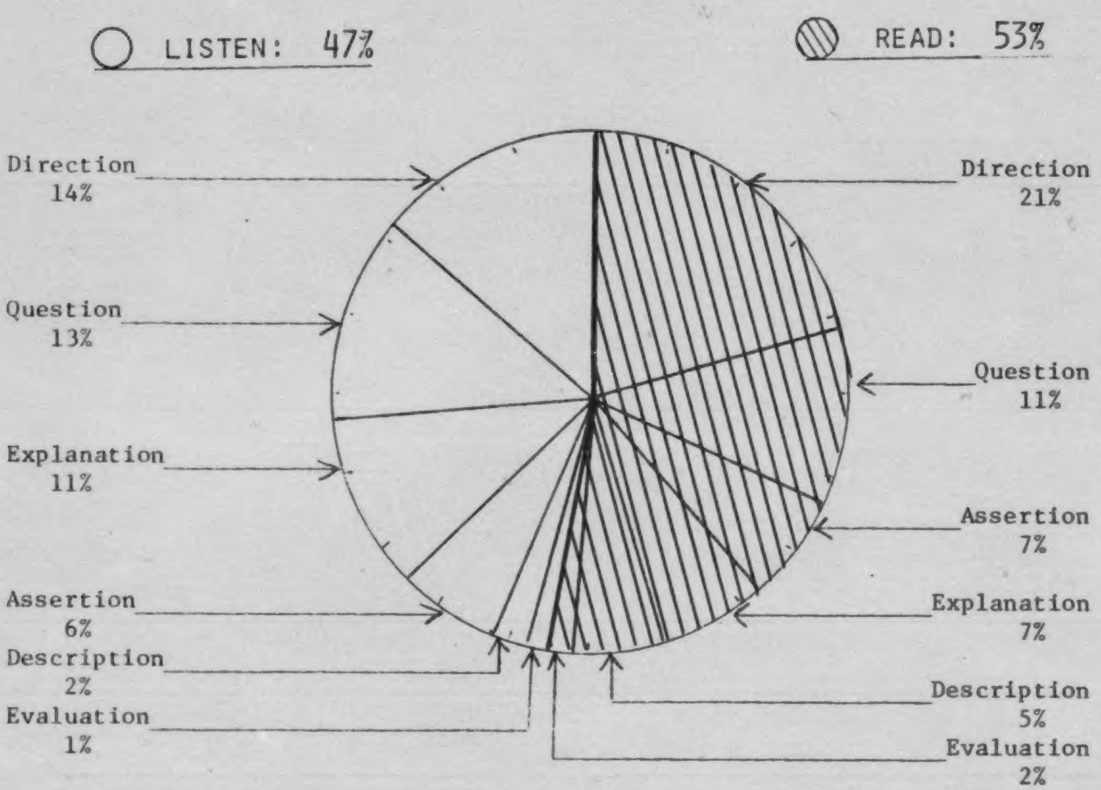
ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 17

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 18

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN: 62%		READ: 38%	
QUESTION	18%	DIRECTION	16%
DIRECTION	16%	ASSERTION	6%
ASSERTION	11%	QUESTION	6%
EXPLANATION	10%	EXPLANATION	5%
EVALUATION	4%	EVALUATION	3%
DESCRIPTION	3%	DESCRIPTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 18

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire (Appendix B)

Occupational Clusters	Job Categories
Clerk-typist	Editorial assistant
Junior accountant	Accounting supervisor
Recordkeeper	Supervisor of policies and procedures
Secretary	Business manager

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix D)

Occupational Clusters	Job Categories
Clerk-typist	Clerk-typist-secretary, Supervisor, Manager, Accounts payable
Junior accountant	Chief accountant, City treasurer, Accountant, Partner
Recordkeeper	Financial manager, Contract specialist, Accountant, Cashier, Supervisor
Secretary	Supervisor, Administrator, Chief controller, Chief electrical engineer

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 19, Table 19) Supervisor responses are fairly evenly divided between talking and writing as ways of sending communications. Clerk-typists and secretaries reported that talking was their most frequent way of sending communications while junior accountants and recordkeepers reported that writing was their most frequent way of sending communications. An even distribution of responses occurred again when the most frequent way of giving information was evenly divided between talking to one person face-to-face and writing memos and notes.

Kinds of Information Supervisors Send in Communications (Figures 20, 21, Tables 20, 21) The supervisors indicated that assertions (listed as a group of communications skills) and explanations were the kinds of information most frequently given during their work. Supervisors answering the detailed questionnaire indicated that directions (listed as a group of communications skills) were also a frequent kind of information given. These kinds of information were given by both talking and writing.

Ways Supervisors Receive Communications (Figure 22, Table 22) Supervisor responses were fairly evenly divided between listening and reading as ways of receiving communications. Clerk-typists and secretaries responded most frequently to questionnaire items that involved listening and junior accountants and recordkeepers responded to questionnaire items that involved reading. Information was most frequently received by listening to one person face-to-face and by reading memos and notes.

Kinds of Information Supervisors Receive in Communications (Figures 23, 24, Tables 23, 24) Assertions (listed as a group of communication skills) were the most frequent kind of information received by the supervisors. When individual communications skills were considered, the supervisors indicated that they received questions most frequently. Assertions were received both by listening and reading; questions were usually received by listening.

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

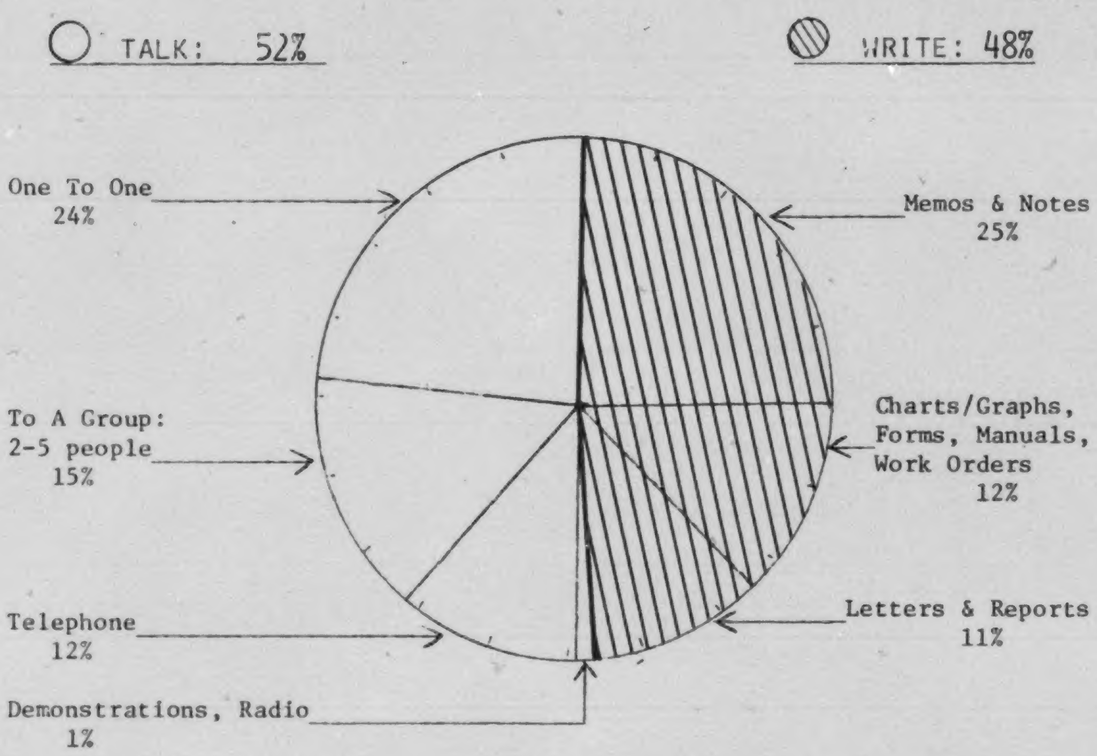


Figure 19

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

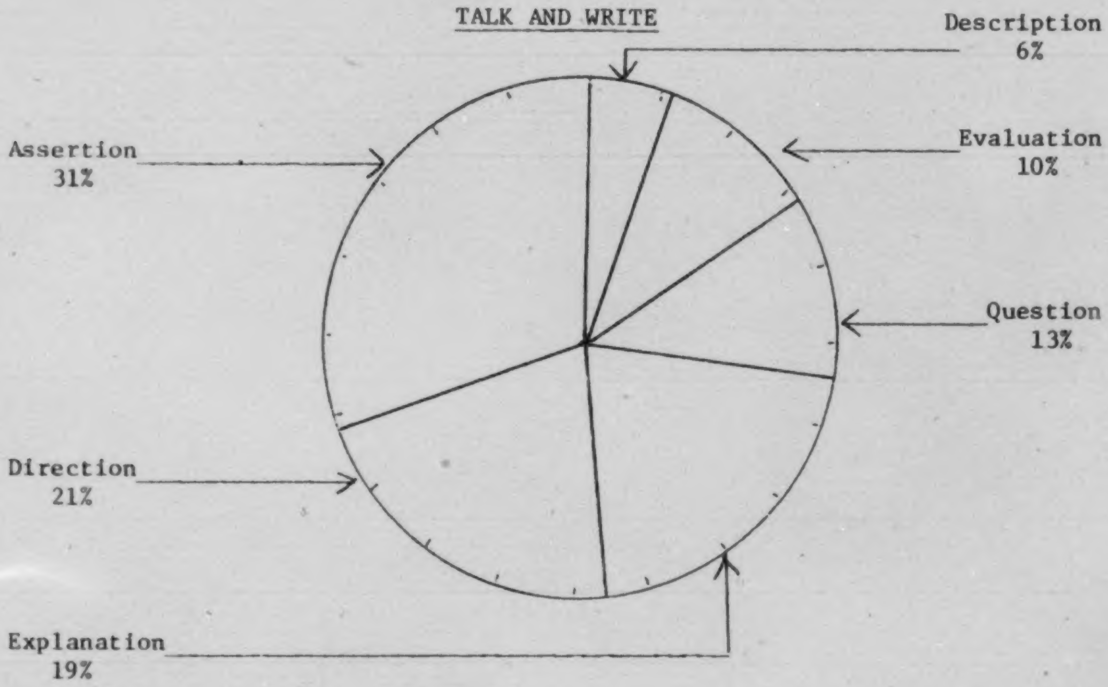
TALK: 57%		WRITE: 43%	
ONE TO ONE	30%	MEMOS & NOTES	30%
TELEPHONE	19%	LETTERS & REPORTS	10%
TO A GROUP: 2-5 PEOPLE	6%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS .	3%
DEMONSTRATIONS, RADIO	2%		

Table 19

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 20

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP SUPERVISOR REPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	32%
EXPLANATION	22%
QUESTION	19%
DIRECTION	13%
DESCRIPTION	7%
EVALUATION	7%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

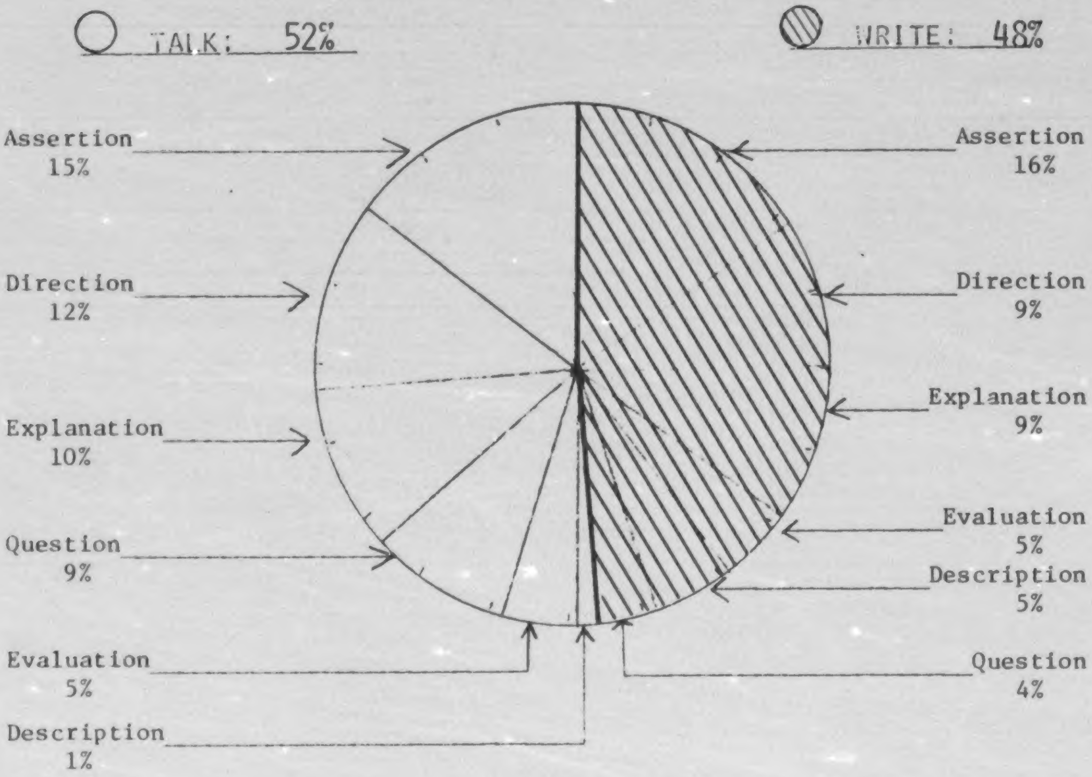
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 20

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 21

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 57%		WRITE: 43%	
ASSERTION	17%	ASSERTION	15%
QUESTION	13%	EXPLANATION	10%
EXPLANATION	12%	DIRECTION	6%
DIRECTION	7%	QUESTION	6%
EVALUATION	5%	DESCRIPTION	4%
DESCRIPTION	3%	EVALUATION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 21

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

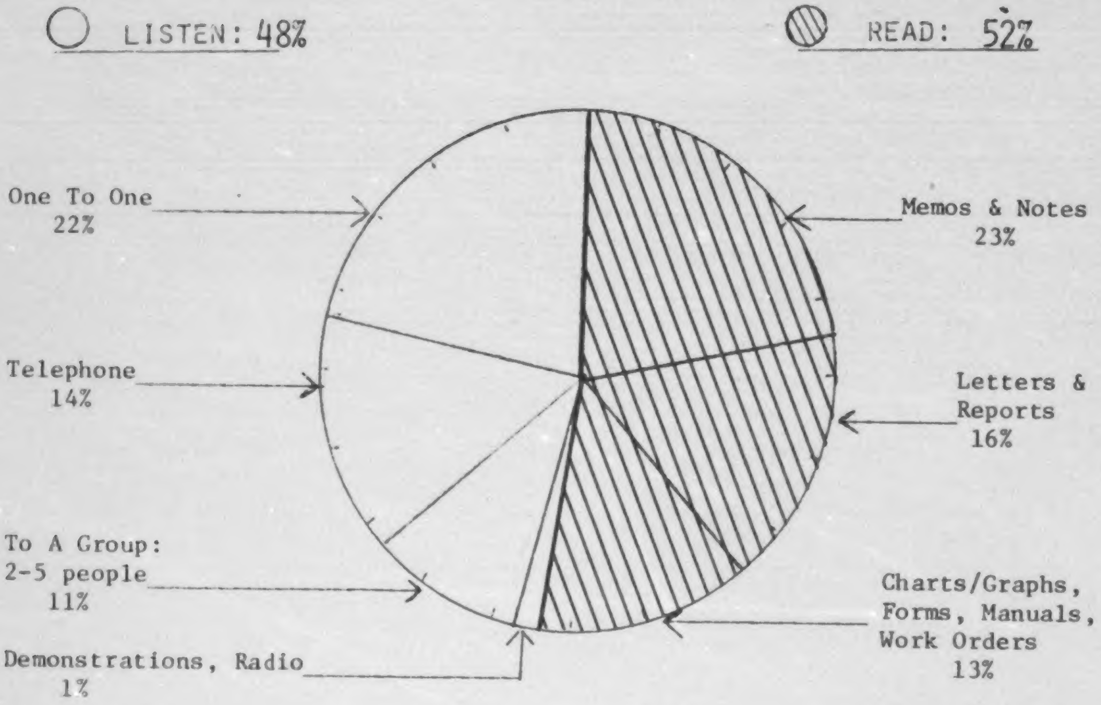


Figure 22

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

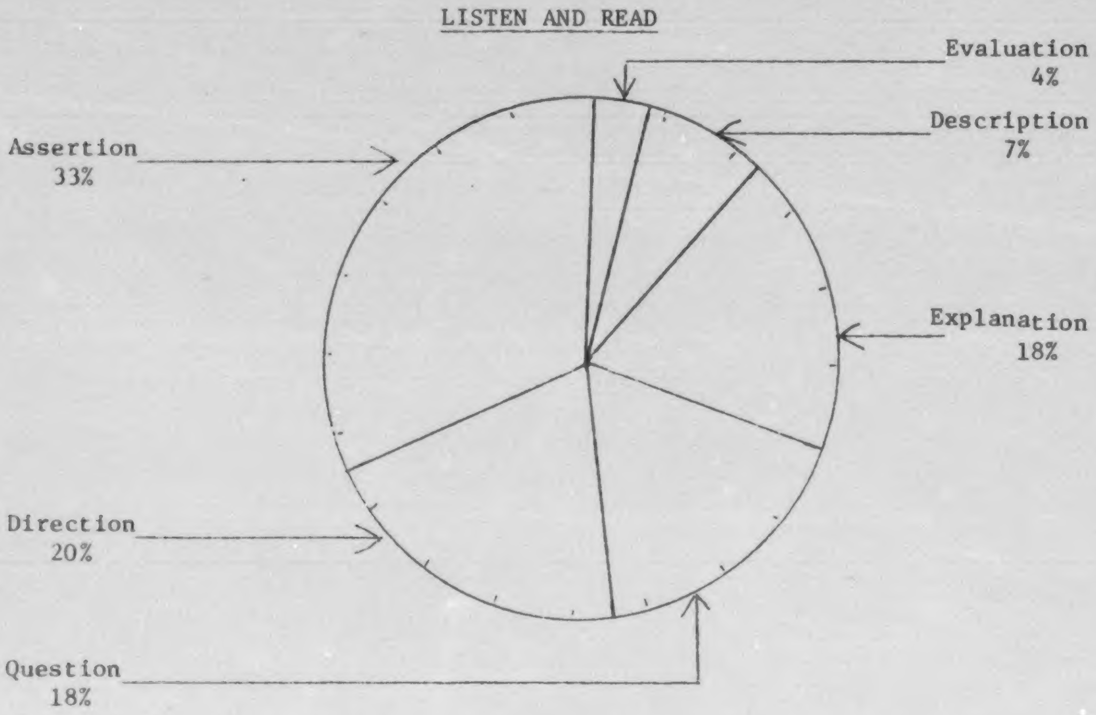
LISTEN: 56%		READ: 44%	
ONE TO ONE	30%	MEMOS & NOTES	27%
TELEPHONE	20%	LETTERS & REPORTS	10%
TO A GROUP: 2-5 PEOPLE	5%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	7%
DEMONSTRATIONS, RADIO	1%		

Table 22

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 23

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
ASSERTION	33%
QUESTION	28%
EXPLANATION	16%
DIRECTION	14%
DESCRIPTION	6%
EVALUATION	3%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

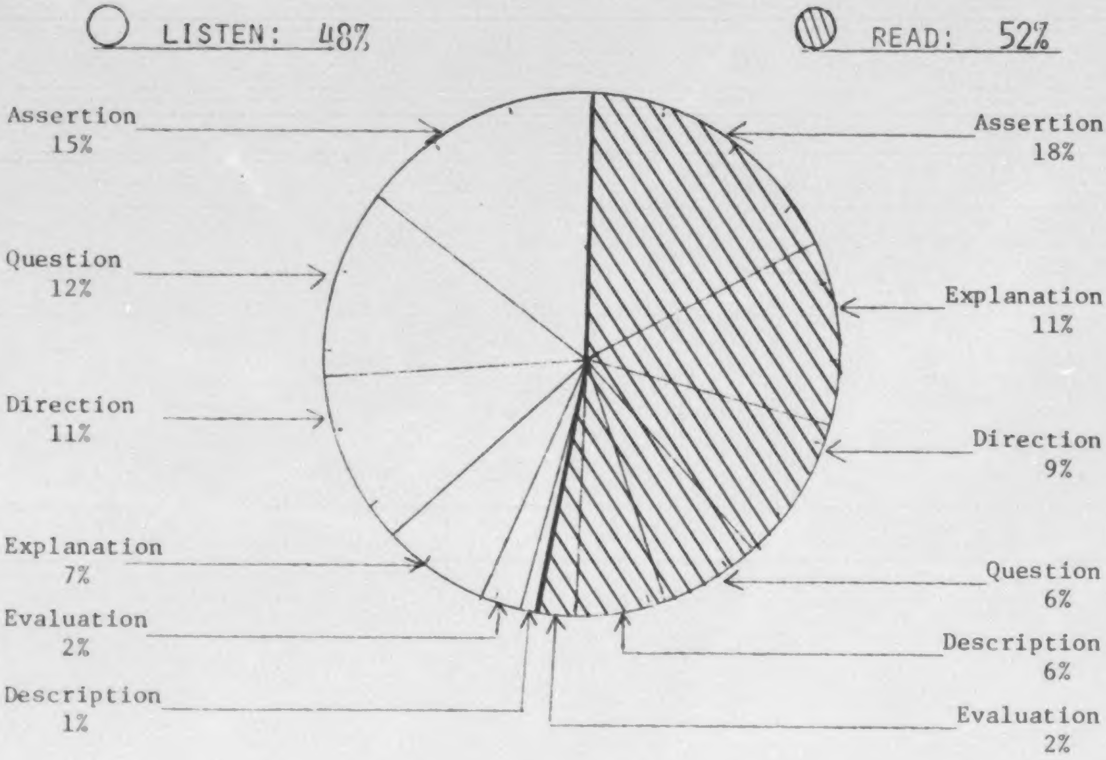
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 23

BUSINESS AND OFFICE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 24

BUSINESS AND OFFICE OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN: 56%		READ: 44%	
QUESTION	18%	ASSERTION	15%
ASSERTION	17%	QUESTION	10%
EXPLANATION	10%	DIRECTION	7%
DIRECTION	7%	EXPLANATION	7%
EVALUATION	2%	DESCRIPTION	4%
DESCRIPTION	2%	EVALUATION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 24

CHAPTER IV

DISTRIBUTION AND MARKETING OCCUPATIONS

Distribution and Marketing employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 25-36.

Individual employee responses are summarized in Figures 25-30;
Individual supervisor responses are summarized in Figures 31-36.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 25-36.

Advisory Group employee responses are summarized in Tables 25-30;
Advisory Group supervisor responses are summarized in Tables 31-36.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Eat/Drink establishment	Head waiter
Hospitality/Lodging	Desk clerk
Real estate	Salesman
Self-service retail	Food clerk

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Eat/Drink establishment	Bus boy, Waitress/Hostess, Waitress, Waiter
Hospitality/Lodging	Clerk, Desk clerk
Real estate	Salesman, Broker
Retail sales	Bookkeeper, Sales clerk, Merchandise buyer, Salesgirl, Department head

Analysis of Questionnaire Responses

Ways Employees Send Communications (Figure 25, Table 25) Distributive and Marketing employees indicated that they used their talking skills much more frequently than their writing skills during their work. Talking to a group of two to five persons and talking by telephone also, to a lesser extent, ranked as frequent ways of sending communications. When writing was used to give information, memos and notes were used more frequently than any other form of written communications.

Kinds of Information Employees Send in Communications, Figures 26, 27, Tables 26, 27) When all employees responded about the kinds of information given, they indicated that it was most frequently in the form of explanations. Directions and assertions (groups of communications skills) were also frequently offered. Explanations and assertions were usually given by talking; directions were given about equally by talking and writing. Employees answering the condensed questionnaire reported that assertions (a group of communications skills) and questions were most frequently used by them. These kinds of information were usually given by talking.

Ways Employees Receive Communications (Figure 28, Table 28) Employees from the Distributive and Marketing occupations reported that they listened much more frequently than they read during their work. They reported that listening to one person face-to-face was the most frequent way of receiving information. Information was also frequently received by listening to a group of two to five persons and listening by telephone. When information was read, the employees were more likely to read memos and notes than any other written form of communication.

Kinds of Information Employees Receive in Communications (Figures 29, 30, Tables 29, 30) Directions (a group of communications skills) ranked as the most frequent kind of information received by these employees. Employees answering the detailed questionnaire reported assertions were also frequently received; employees answering the condensed questionnaire reported being asked questions frequently. Directions were received by both listening and reading; assertions and questions were most frequently received by listening.

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

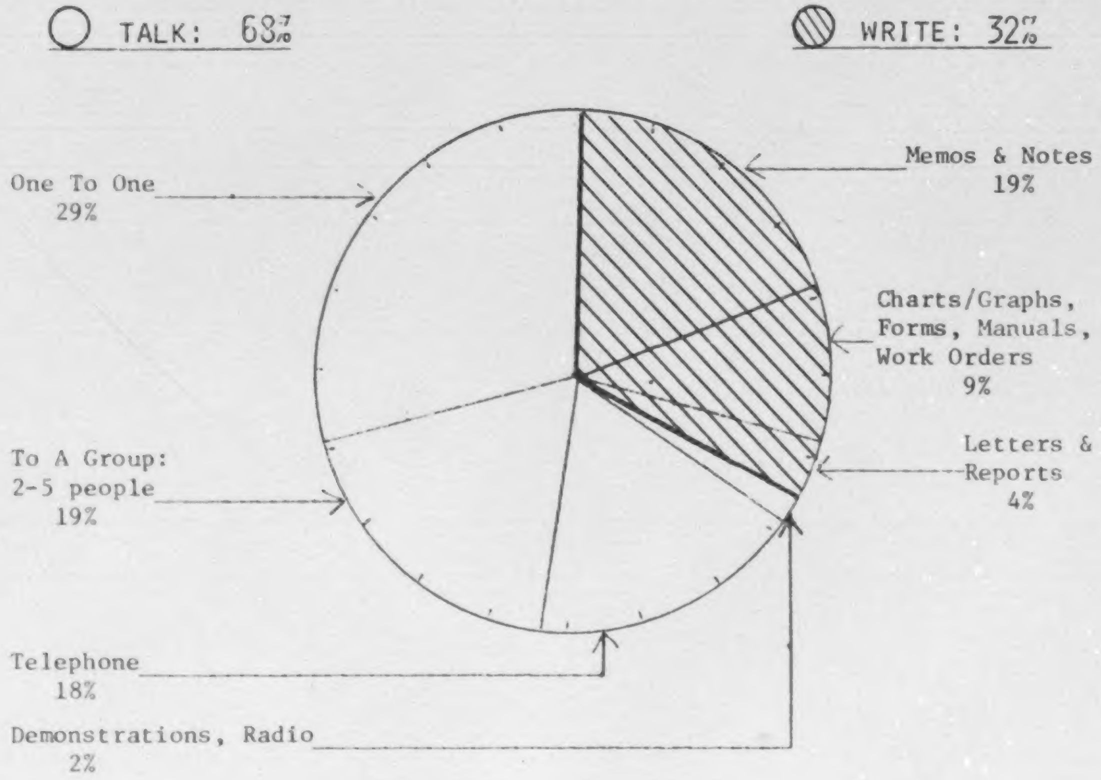


Figure 25

DISTRIBUTION AND MARKETING OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

TALK:	78%
ONE TO ONE	36%
TELEPHONE	22%
TO A GROUP: 2-5	10%
DEMONSTRATIONS, RADIO	10%

WRITE:	22%
MEMOS & NOTES	16%
LETTERS & REPORTS	4%
CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	2%

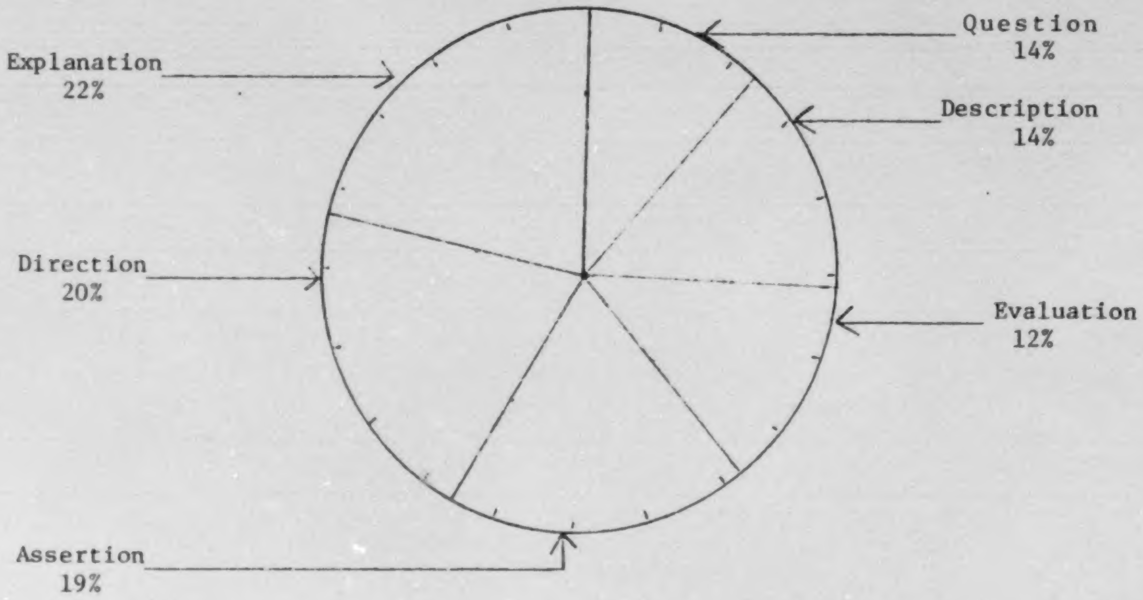
Table 25

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE



Assertion:	advise, opinion, propose, recommend, sell, persuade, suggest.
Direction:	direct, instruct, order.
Evaluation:	assure, appreciate, compliment, correct, scold, reprimand.

Figure 26

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	28%
QUESTION	20%
EVALUATION	19%
DIRECTION	15%
EXPLANATION	13%
DESCRIPTION	5%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

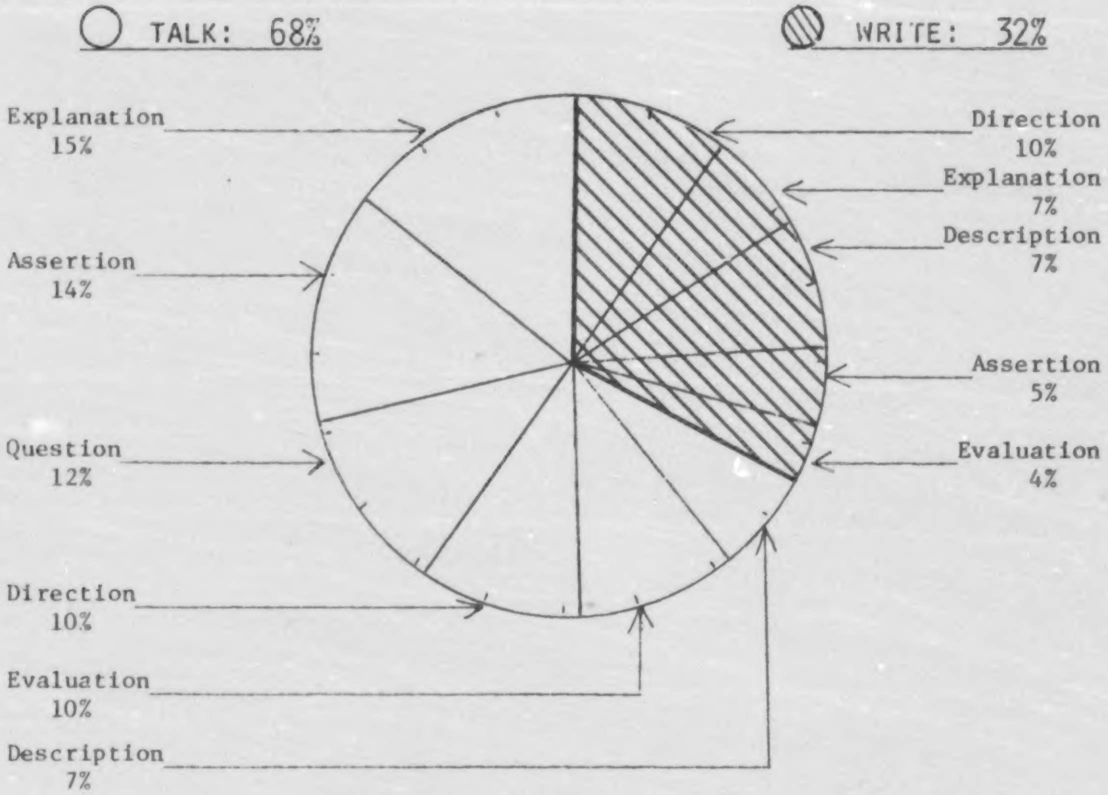
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 26

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 27

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK: 78%		WRITE 22%	
ASSERTION	21%	ASSERTION	7%
QUESTION	17%	DIRECTION	4%
EVALUATION	16%	EXPLANATION	4%
DIRECTION	11%	QUESTION	3%
EXPLANATION	9%	EVALUATION	3%
DESCRIPTION	4%	DESCRIPTION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 27

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

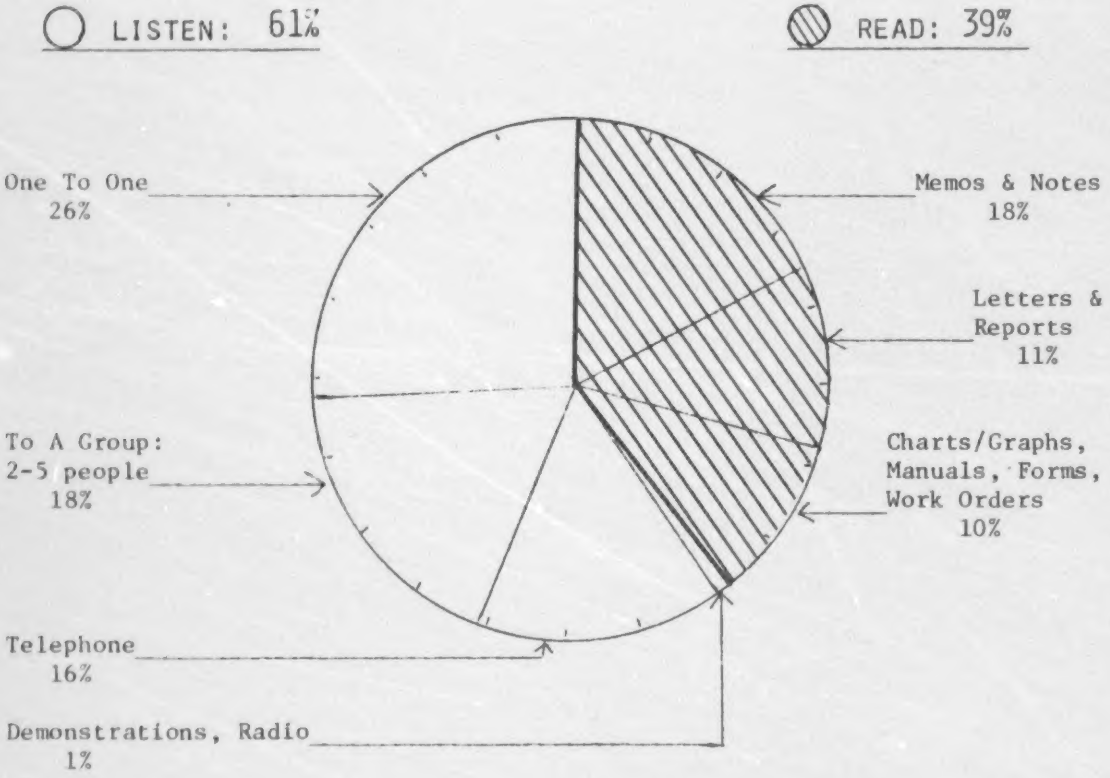


Figure 28

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

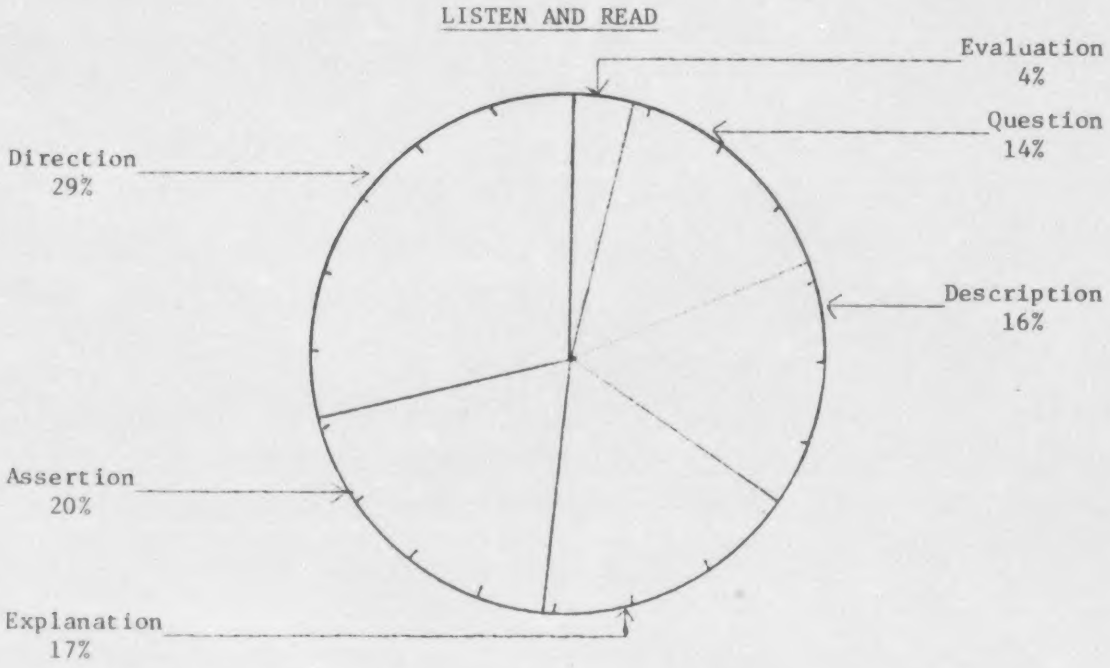
LISTEN: 71%		READ: 29%	
ONE TO ONE	36%	MEMOS & NOTES	15%
TELEPHONE	17%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	10%
TO A GROUP: 2-5 PEOPLE	10%	LETTERS & REPORTS	4%
DEMONSTRATIONS, RADIO	8%		

Table 28

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 29

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
DIRECTION	27%
QUESTION	21%
EVALUATION	20%
ASSERTION	18%
EXPLANATION	8%
DESCRIPTION	6%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

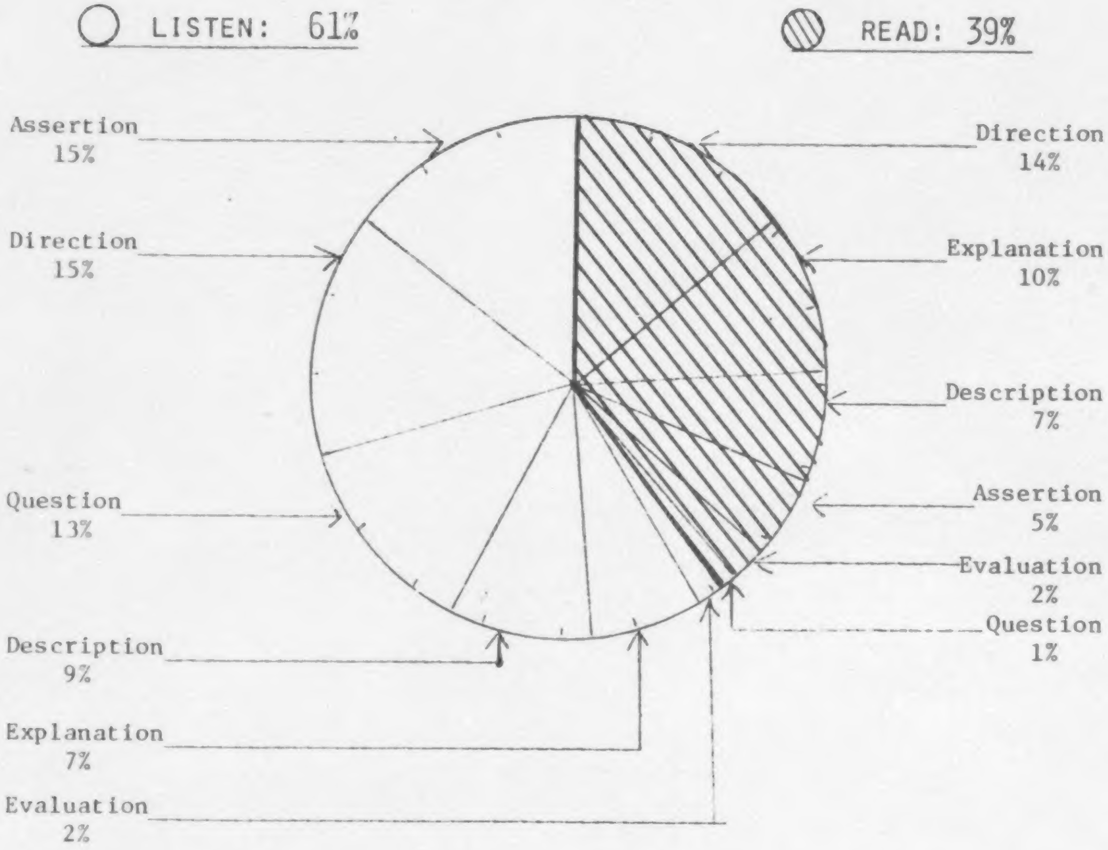
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 29

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 30

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN: 71%		READ: 29%	
QUESTION	17%	DIRECTION	11%
DIRECTION	16%	EVALUATION	5%
EVALUATION	15%	ASSERTION	4%
ASSERTION	14%	QUESTION	4%
EXPLANATION	6%	DESCRIPTION	3%
DESCRIPTION	3%	EXPLANATION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 30

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire
(Appendix B)

Occupational Clusters	Job Categories
Eat/Drink establishment	Waiter-head bus boy
Hospitality/Lodging	Manager
Real estate	Managing broker
Retail sales	Assistant manager
Self-service retail	Assistant manager

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire
(Appendix D)

Occupational Clusters	Job Categories
Eat/Drink establishment	Head waiter, Business administrator, Room service
Hospitality/Lodging	General manager, Desk clerk
Real estate	Assistant manager, Agent, Salesman, Sales manager, President, Branch manager
Retail sales	Assistant manager, Manager, Supervisor

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 31, Table 31) Supervisors answering both questionnaires reported that they used talking more frequently than writing when they sent communications. Talking to one person face-to-face was the most frequent way of giving information. When writing was used for communication, the supervisors indicated that they sent memos and notes more frequently than any other form of written communications.

Kinds of Information Supervisors Send in Communications (Figures 32, 33, Tables 32, 33) When supervisors responded to questions about the kinds of information that they sent in their communications, they selected assertive communications, (listed as a group of communications skills) most frequently. This kind of information was sent by talking and writing but most frequently by talking. Supervisors answering the detailed questionnaire also selected directions (listed as a group of communications skills) as a kind of information frequently given. Supervisors answering the condensed questionnaire indicated that they were more likely to ask questions than give directions. Directions were given by both talking and writing; questions were usually asked by talking.

Ways Supervisors Receive Communications (Figure 34, Table 34) The supervisors selected listening more frequently than reading as the way they received information at their work. Listening to one person face-to-face and listening by phone ranked, in that order, as ways of receiving information. The supervisors indicated that information received by reading most frequently came in the form of memos and notes.

Kinds of Information Supervisors Receive in Communications Figures 35, 36, Tables 35, 36) Assertions (listed as a group of communications skills) ranked as the kind of information most frequently received by the supervisors. Directions (listed as a group of communications skills) ranked next in frequency according to supervisors answering the detailed questionnaire; questions ranked next in frequency according to supervisors answering the condensed questionnaire. Assertions were received both by listening and reading but most frequently by listening. Supervisors answering the detailed questionnaire reported that their directions most frequently came from reading. Supervisors answering the condensed questionnaire reported that they were most likely to receive questions by listening.

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

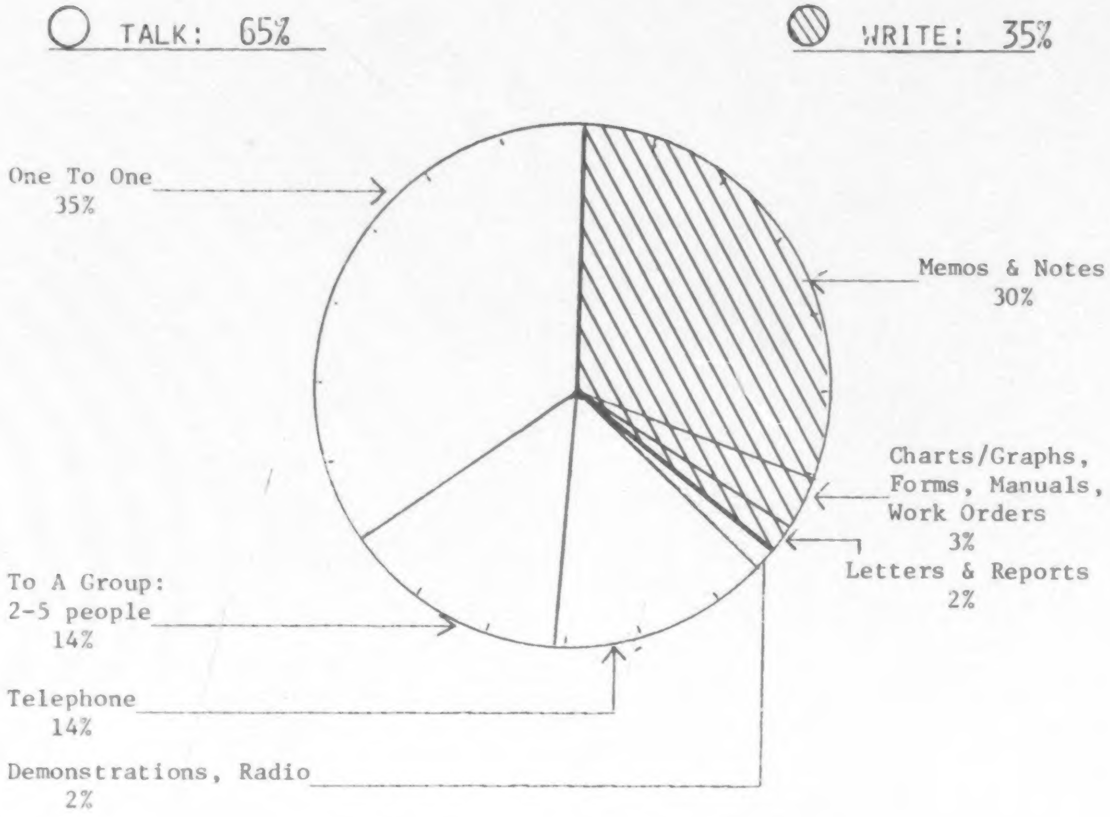


Figure 31

DISTRIBUTION AND MARKETING OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

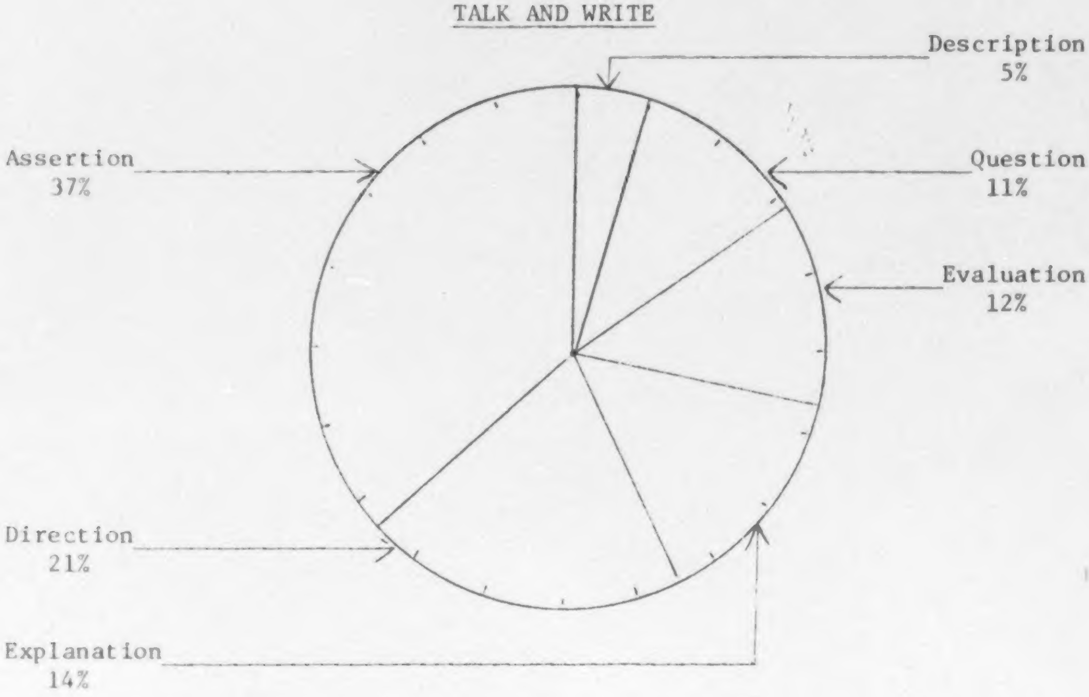
TALK: 69%		WRITE: 31%	
ONE TO ONE	34%	MEMOS & NOTES . . .	21%
TELEPHONE	22%	CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	6%
TO A GROUP: 2-5 PEOPLE	9%	LETTERS & REPORTS .	4%
DEMONSTRATIONS, RADIO.	4%		

Table 31

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 32

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	39%
QUESTION	19%
EXPLANATION	15%
DIRECTION	12%
EVALUATION	9%
DESCRIPTION	6%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

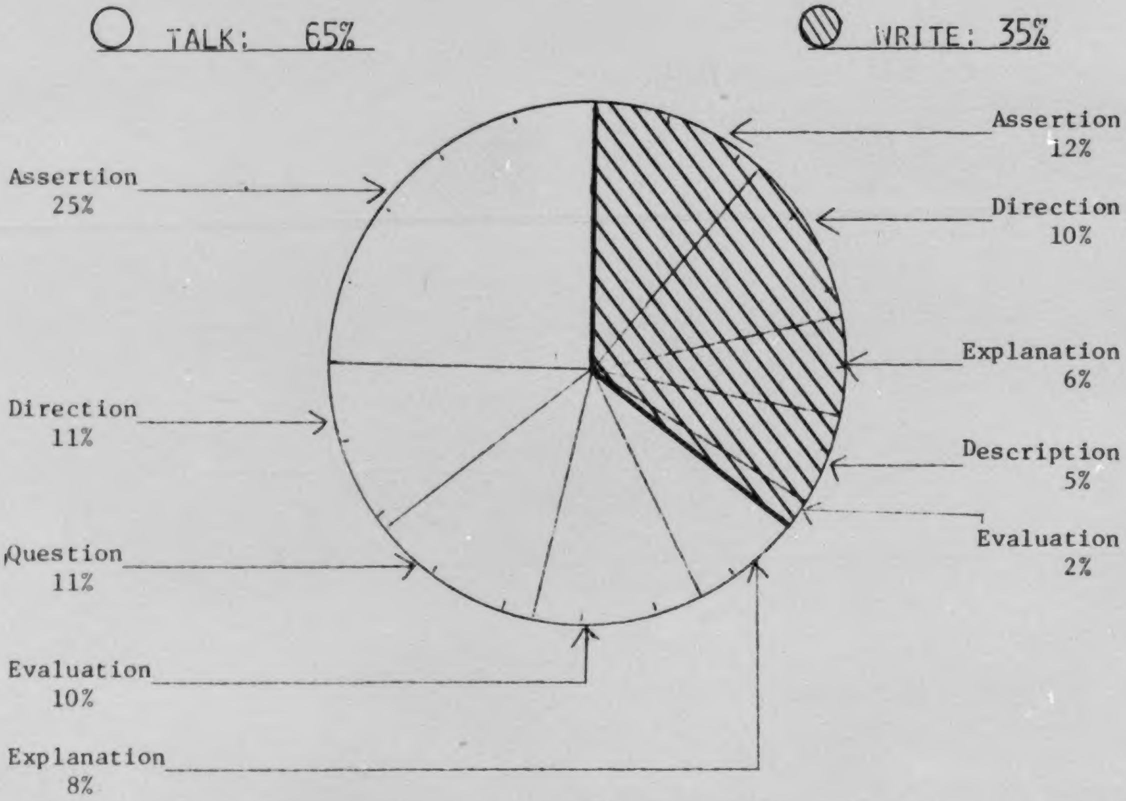
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 32

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 33

ADVISORY GROUP SUPERVISOR RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 69%		WRITE: 31%	
ASSERTION	27%	ASSERTION	12%
QUESTION	15%	EXPLANATION	6%
EXPLANATION	9%	DIRECTION	5%
DIRECTION	7%	QUESTION	4%
EVALUATION	7%	EVALUATION	2%
DESCRIPTION	4%	DESCRIPTION	2%

ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 33

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

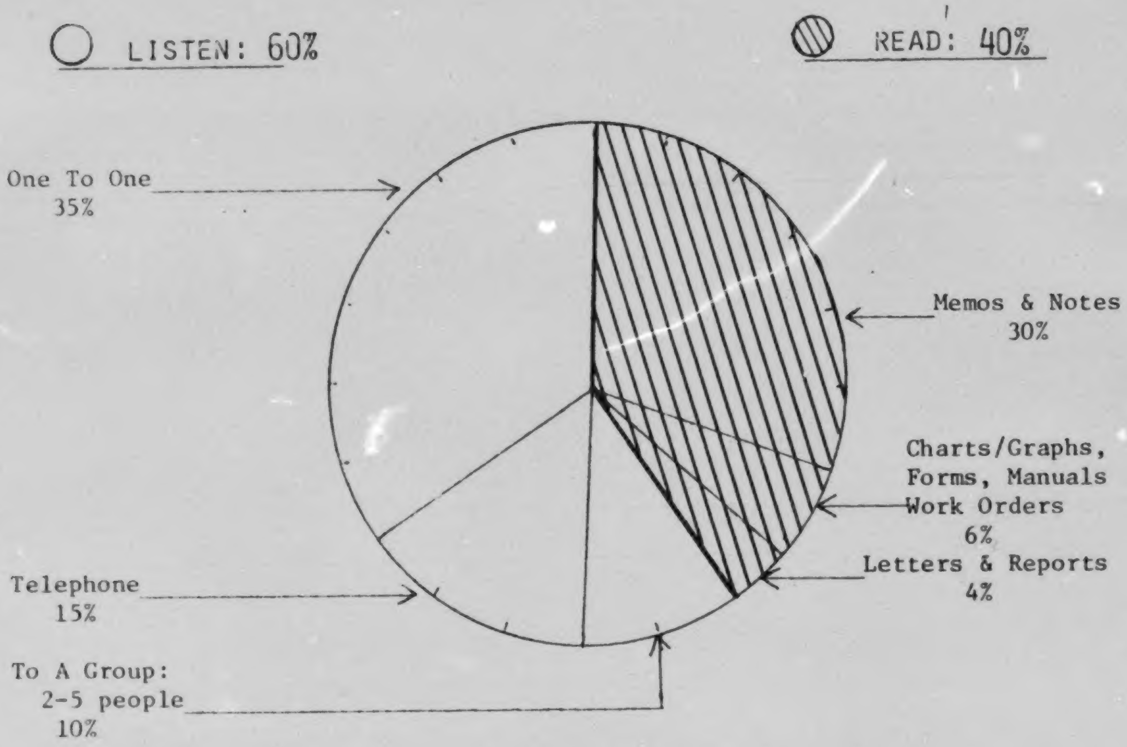


Figure 34

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

LISTEN:	67%	READ:	33%
ONE TO ONE	34%	MEMOS & NOTES	19%
TELEPHONE	24%	LETTERS & REPORTS	10%
TO A GROUP: 2-6 PEOPLE	6%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	4%
DEMONSTRATIONS, RADIO	3%		

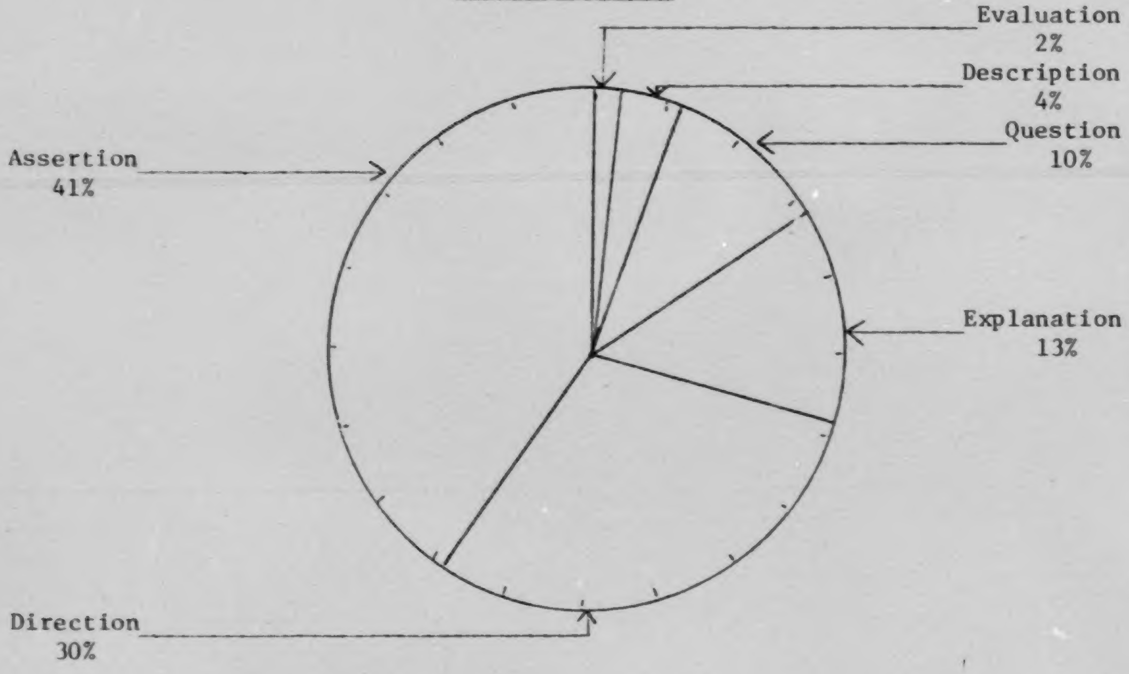
Table 34

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 35

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
ASSERTION	34%
QUESTION	24%
DIRECTION	14%
EXPLANATION	14%
EVALUATION	9%
DESCRIPTION	5%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

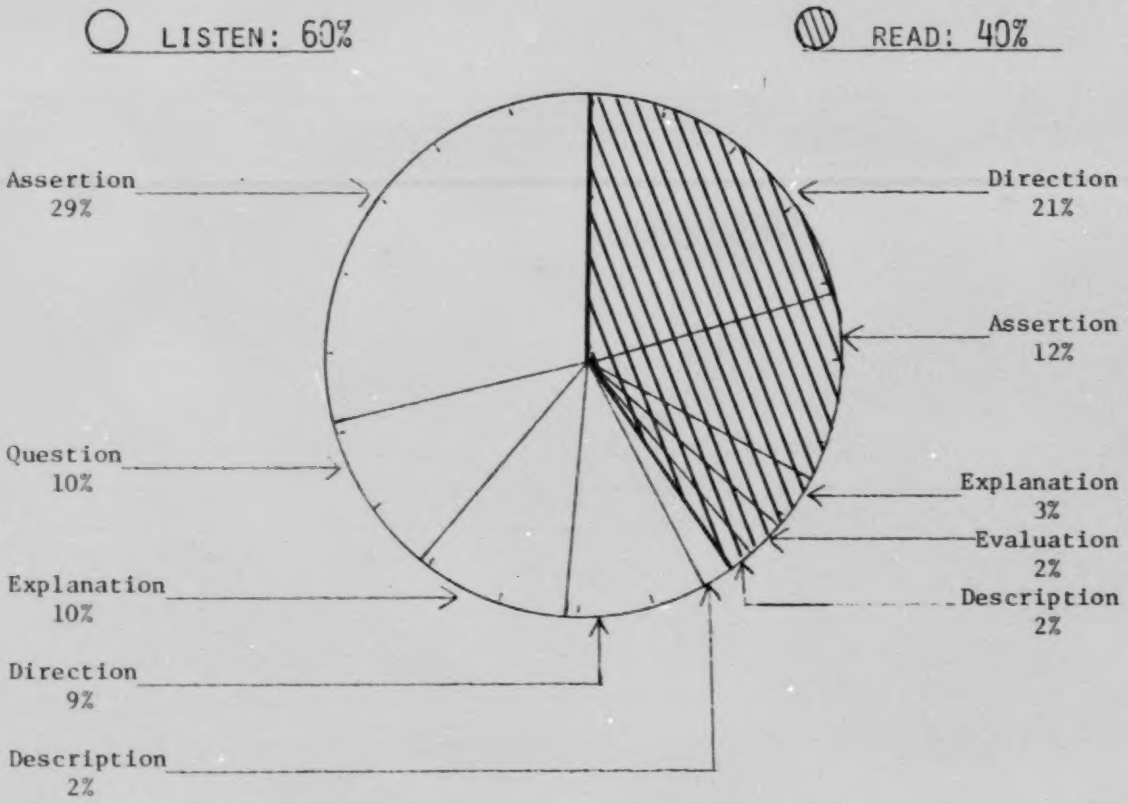
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 35

DISTRIBUTION AND MARKETING OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 36

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN: 67%		READ: 33%	
ASSERTION	25%	ASSERTION	9%
QUESTION	19%	DIRECTION	7%
EXPLANATION	9%	QUESTION	5%
DIRECTION	7%	EXPLANATION	5%
EVALUATION	5%	EVALUATION	4%
DESCRIPTION	2%	DESCRIPTION	3%

ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 36

CHAPTER V

HEALTH OCCUPATIONS

Health employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 37-48.

Individual employee responses are summarized in Figures 37-42;
Individual supervisor responses are summarized in Figures 43-48.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 37-48.

Advisory Group employee responses are summarized in Tables 37-42;
Advisory Group supervisor responses are summarized in Tables 43-48.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Auxiliary dental	Dental assistant
Auxiliary medical	Medical assistant
Nursing	Licensed practical nurse

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Auxiliary dental	Dental hygienist, Receptionist, Dental assistant
Auxiliary medical	Medical assistant, Secretary/bookkeeper, Receptionist
Nursing	Licensed practical nurse

Analysis of Questionnaire Responses

Ways Employees Send Communications (Figure 37, Table 37) Health Occupations employees answering both questionnaires gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of giving information. When writing was used to give information, these employees used memos and notes more frequently than any other form of written communication. Very little writing as a means of sending communications was reported in the health field and where it did occur there was little correlation between what the individuals reported and what advisory groups reported.

Kinds of Information Employees Send in Communications (Figures 38, 39, Tables 38, 39) Health Occupations employees indicated that assertions (advice, opinions, etc.), directions (directions, instructions, orders), evaluations (assurance, appreciation, etc.) and questions were the kinds of information given most frequently. This information was given most frequently by talking.

Ways Employees Receive Information (Figure 40, Table 40) Employees answering both questionnaires received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving communications. Listening to one person face-to-face and listening to demonstrations and radio were the most frequent ways of listening for information. When reading was used to receive information, these employees read memos and notes more frequently than other written communications.

Kinds of Information Employees Receive in Communications (Figures 41, 42, Tables 41, 42) The questionnaire responses indicated that directions, assertions and questions were the kinds of information received most frequentlv by these employees. This information was received most frequently by listening.

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

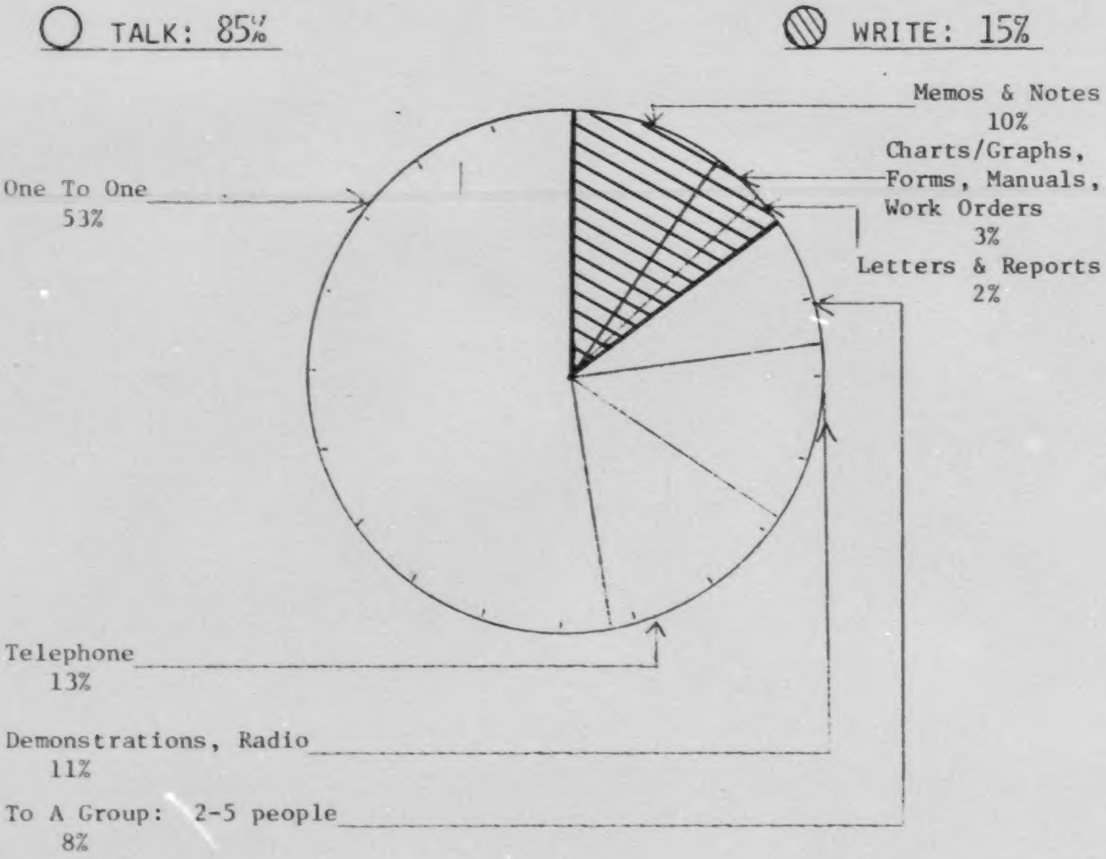


Figure 37

HEALTH OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

TALK:	76%
ONE TO ONE	33%
DEMONSTRATIONS, RADIO	18%
TELEPHONE	14%
TO A GROUP: 2-5 PEOPLE	11%

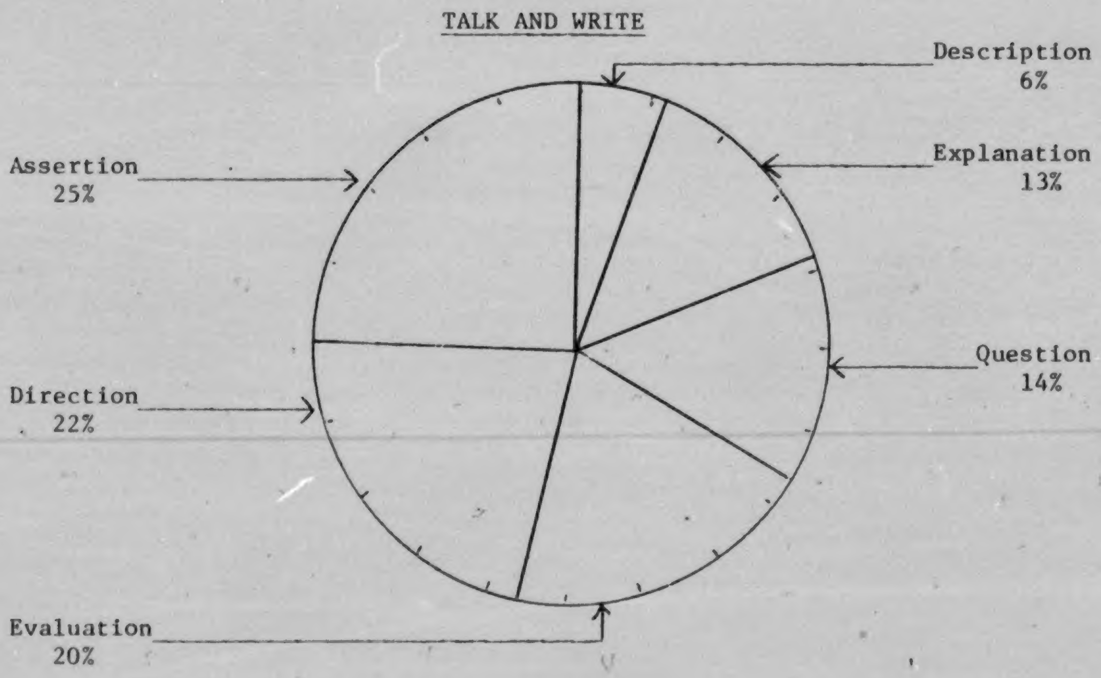
WRITE:	24%
MEMOS & NOTES	13%
CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	8%
LETTERS & REPORTS	3%

Table 37

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 38

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	22%
QUESTION	20%
DIRECTION	19%
EXPLANATION . . .	19%
EVALUATION . . .	13%
DESCRIPTION . . .	7%

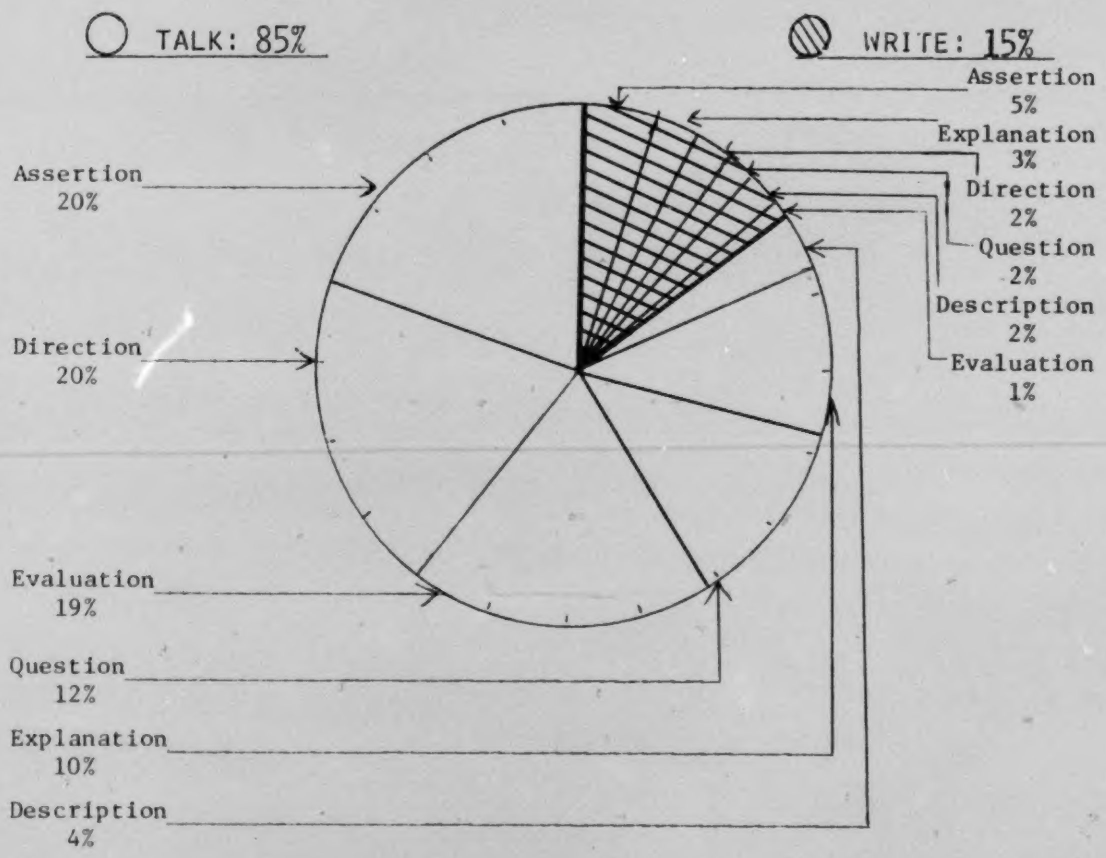
ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 38

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 39

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK: 76%		WRITE: 24%	
ASSERTION	19%	DIRECTION	6%
QUESTION	14%	QUESTION	6%
EXPLANATION	14%	EXPLANATION	5%
DIRECTION	13%	ASSERTION	3%
EVALUATION	11%	EVALUATION	2%
DESCRIPTION	5%	DESCRIPTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 39

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

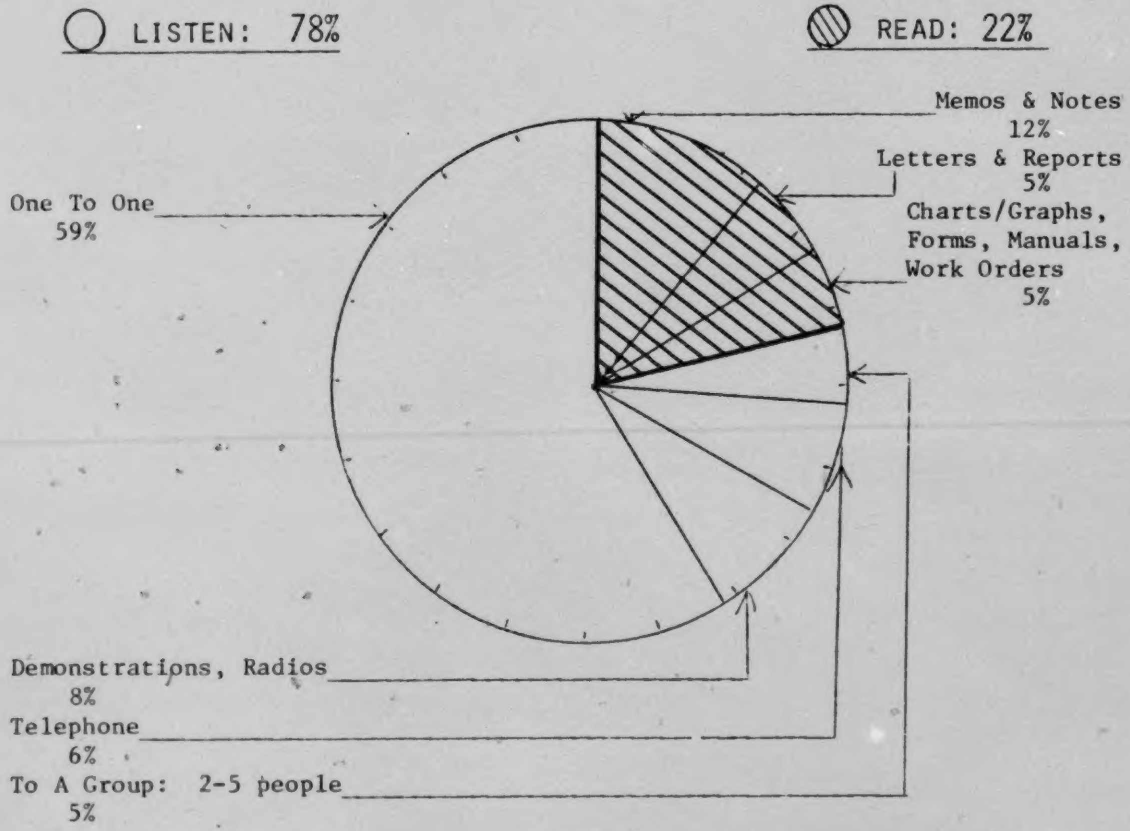


Figure 40

HEALTH OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

LISTEN:	73%
ONE TO ONE	34%
DEMONSTRATIONS, RADIO	17%
TELEPHONE	12%
TO A GROUP: 2-5 PEOPLE	10%

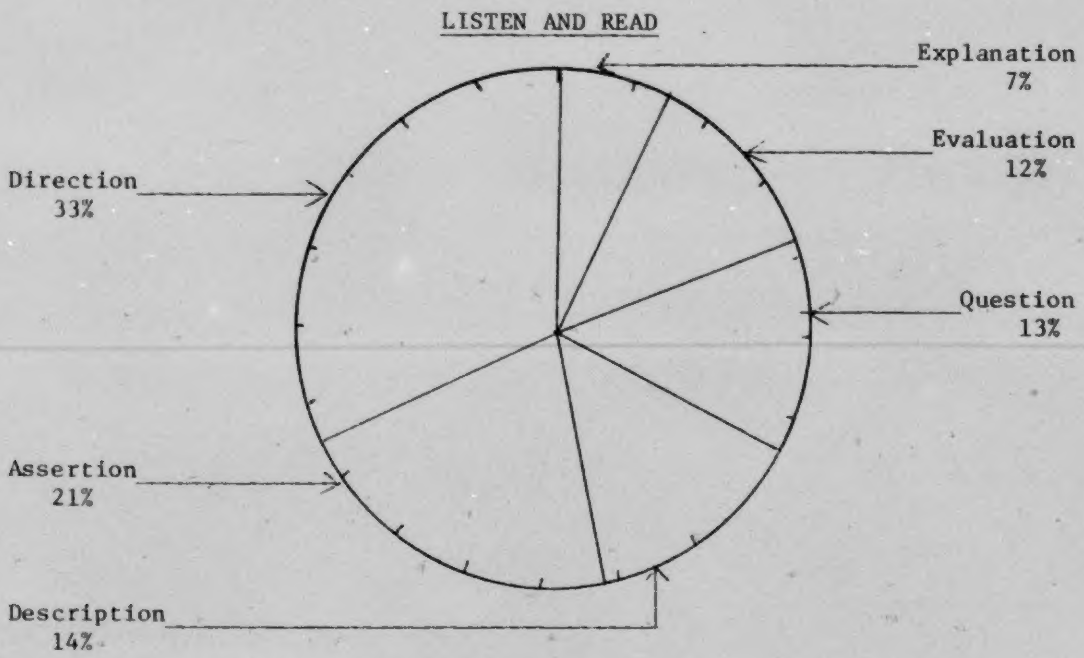
READ:	27%
CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	12%
MEMOS & NOTES	11%
LETTERS & REPORTS	4%

Table 40

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 41

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
DIRECTION	22%
QUESTION	22%
ASSERTION	20%
EVALUATION	13%
EXPLANATION	12%
DESCRIPTION	11%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

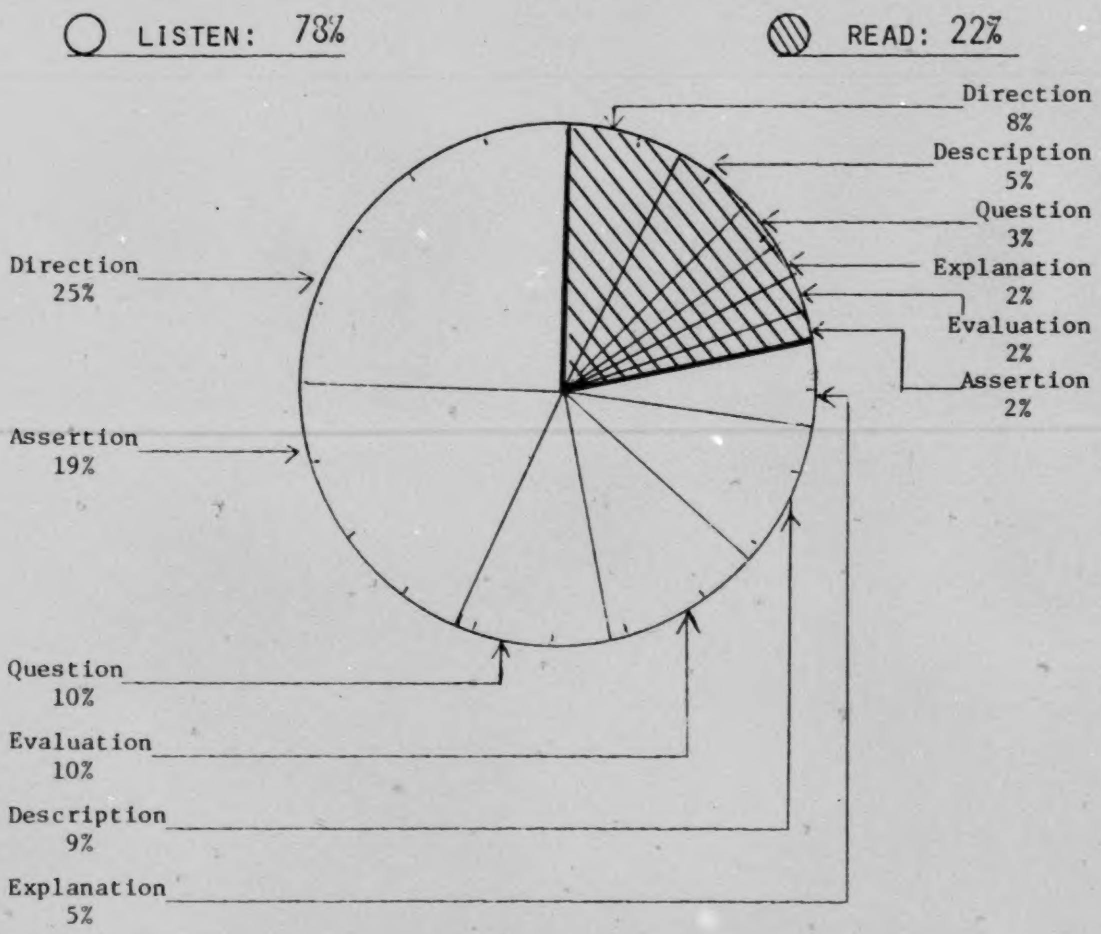
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 41

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 42

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN: 73%		READ: 27%	
QUESTION	18%	DIRECTION	9%
ASSERTION	15%	ASSERTION	5%
DIRECTION	13%	DESCRIPTION	5%
EVALUATION	11%	QUESTION	4%
EXPLANATION	10%	EXPLANATION	2%
DESCRIPTION	6%	EVALUATION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 42

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire
(Appendix B)

Occupational Clusters	Job Categories
Auxiliary dental	Receptionist
Auxiliary medical	Office Manager
Nursing	Registered nurse

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire
(Appendix D)

Occupational Clusters	Job Categories
Auxiliary dental	Owner, Manager, President
Auxiliary medical	Registered nurse, Administrator, Supervisor
Nursing	Registered nurse, head nurse

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 43, Table 43) Health Occupations supervisors answering both questionnaires gave information most frequently by talking. Talking to one person face-to-face (34%) and talking by telephone were the most frequent ways of transmitting communications. When writing was used to give information, these supervisors used memos and notes more frequently than any other form of written communication.

Kinds of Information Supervisors Send in Communications (Figures 44, 45, Tables 44, 45) Assertions (advice, opinions, etc.) and directions (directions, instructions, orders) were the kinds of information given most frequently by the supervisors. This information was given by both talking and writing. Supervisors in both the auxiliary dental and auxiliary medical clusters ask questions more frequently than any other kind of communication. Nursing supervisors report giving explanations more frequently than any other kind of communication.

Ways Supervisors Receive Communications (Figure 46, Table 46) Supervisors answering both questionnaires received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving information. Listening by telephone ranked next in frequency as a way of listening for information. When reading was used to receive information, the supervisors read memos and notes more frequently than any other written communications (over 50% of the responses).

Kinds of Information Supervisors Receive in Communications (Figures 47, 48, Tables 47, 48) Assertions, questions and directions were the kinds of information received most frequently by the supervisors. This information was received most frequently by listening. The single kind of communications dealt with by health occupations supervisors were questions.

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

○ TALK: 73%

▨ WRITE: 27%

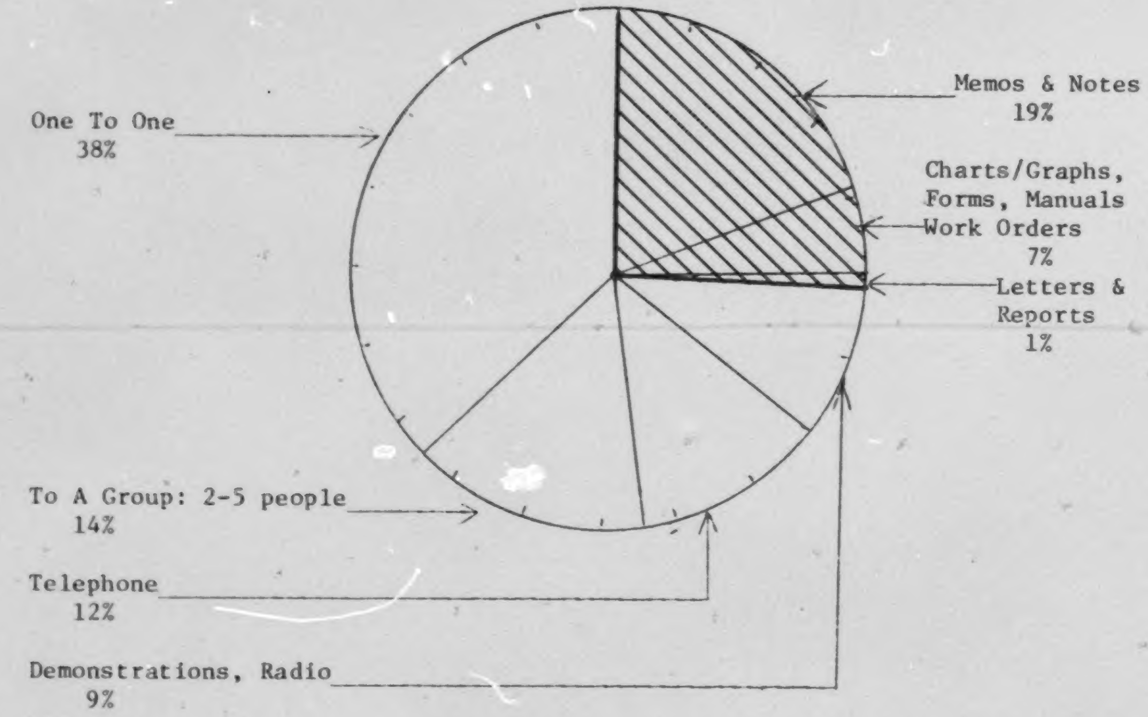


Figure 43

HEALTH OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

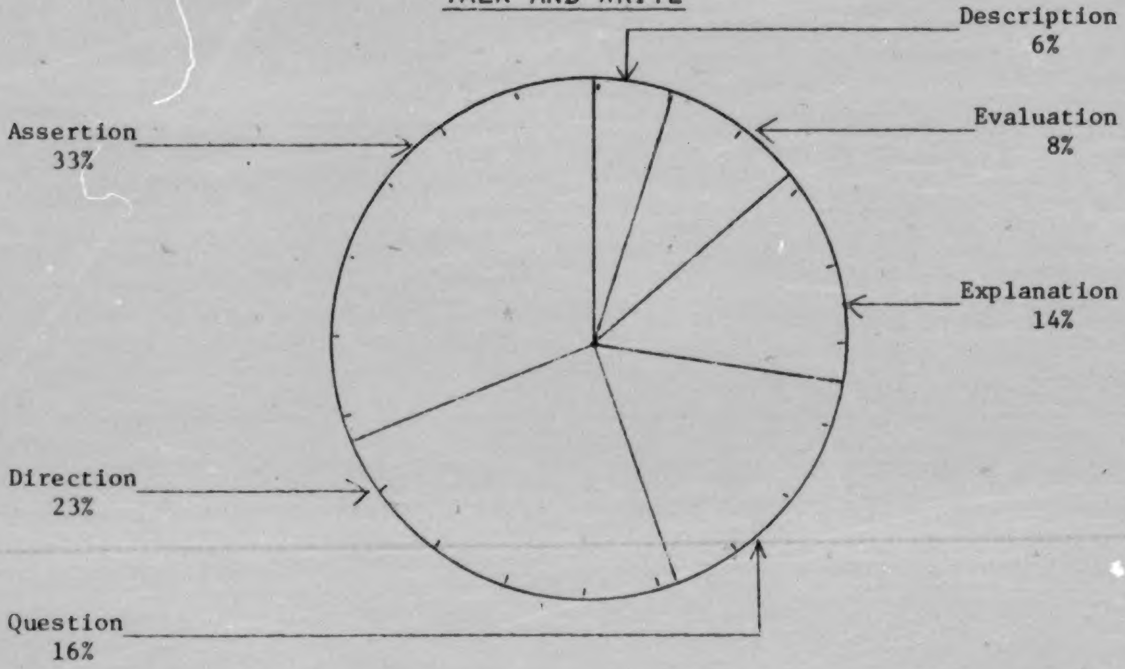
TALK: 72%		WRITE: 28%	
ONE TO ONE	34%	MEMOS & NOTES	19%
TELEPHONE	17%	CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	6%
TO A GROUP: 2-5 PEOPLE	12%	LETTERS & REPORTS	3%
DEMONSTRATIONS, RADIO	9%		

Table 43

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 44

HEALTH OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	26%
DIRECTION	23%
QUESTION	17%
EXPLANATION	17%
EVALUATION	14%
DESCRIPTION	3%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

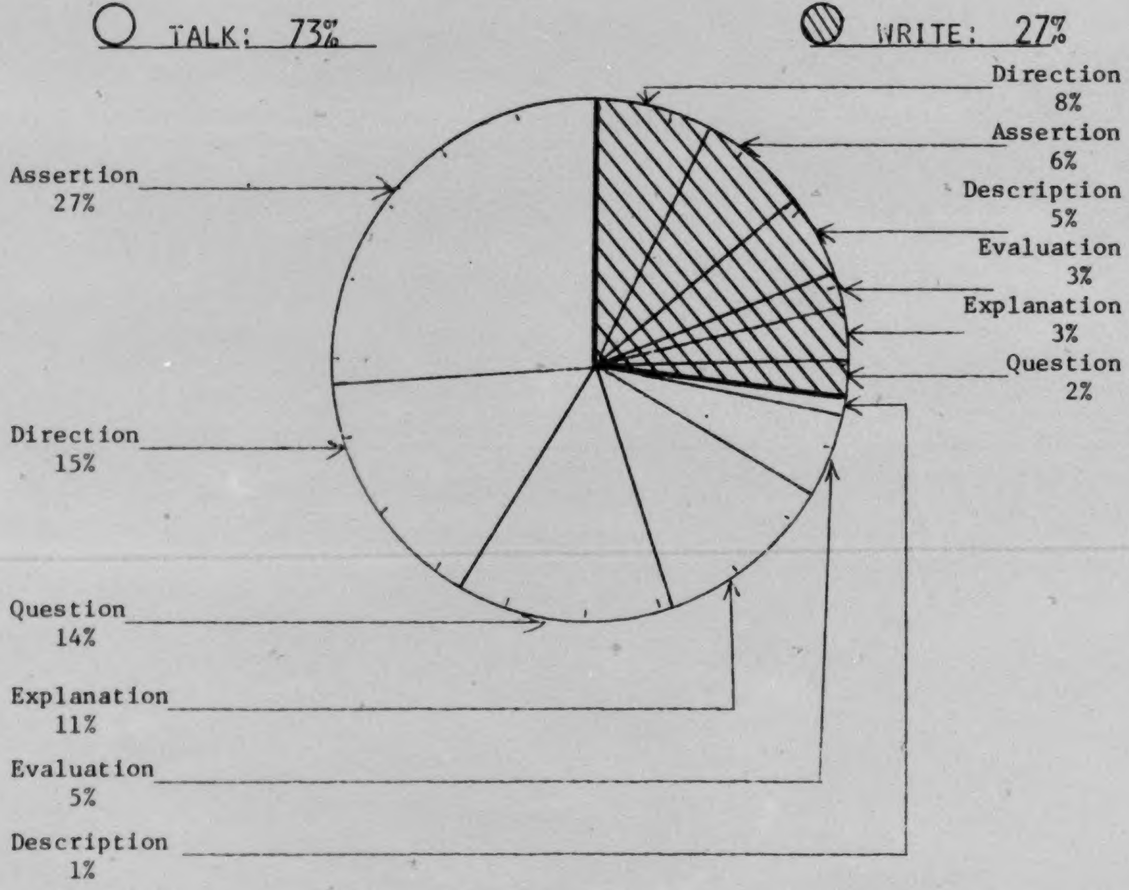
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 44

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 45

ADVISORY GROUP SUPERVISORS RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 72%		WRITE: 28%	
ASSERTION	17%	ASSERTION	9%
DIRECTION	15%	DIRECTION	8%
QUESTION	14%	EXPLANATION	5%
EXPLANATION	12%	QUESTION	3%
EVALUATION	12%	EVALUATION	2%
DESCRIPTION	2%	DESCRIPTION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPREICATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 45

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

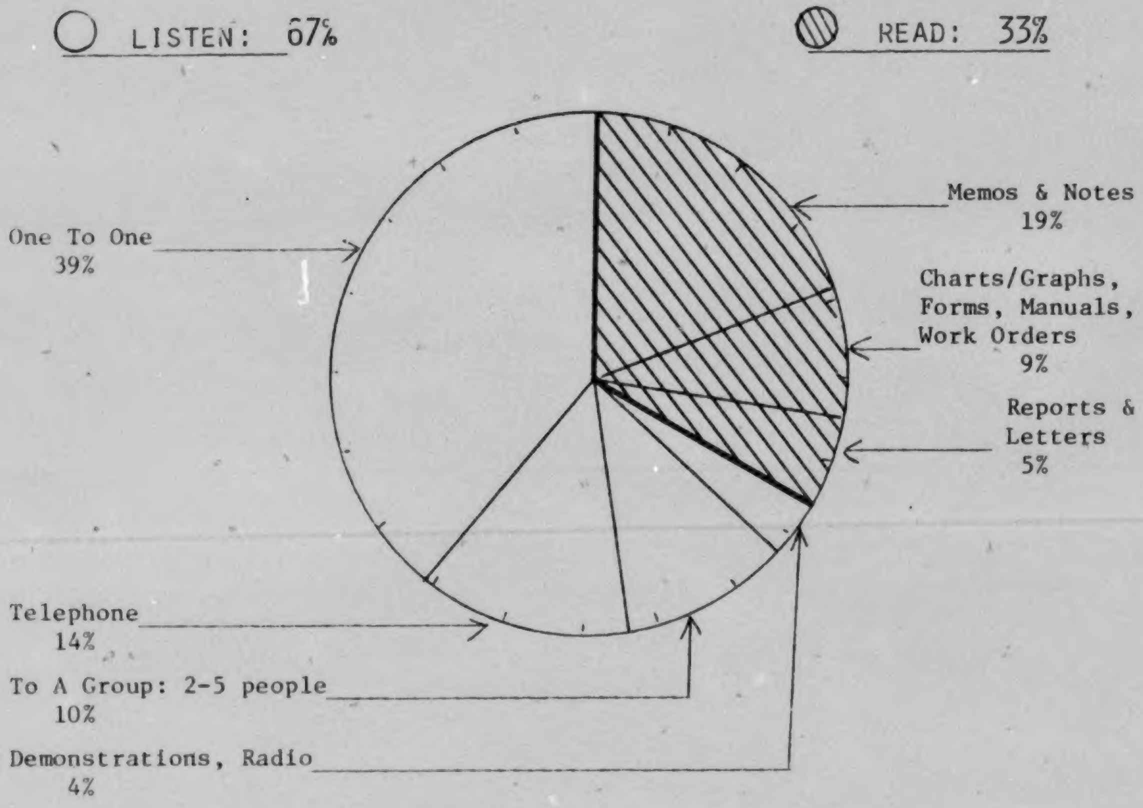


Figure 46

HEALTH OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

LISTEN: 69%	
ONE TO ONE	36%
TELEPHONE	18%
TO A GROUP: 2-5 PEOPLE	10%
DEMONSTRATIONS, RADIO	5%

READ: 31%	
MEMOS & NOTES	19%
LETTERS & REPORTS	7%
CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	5%

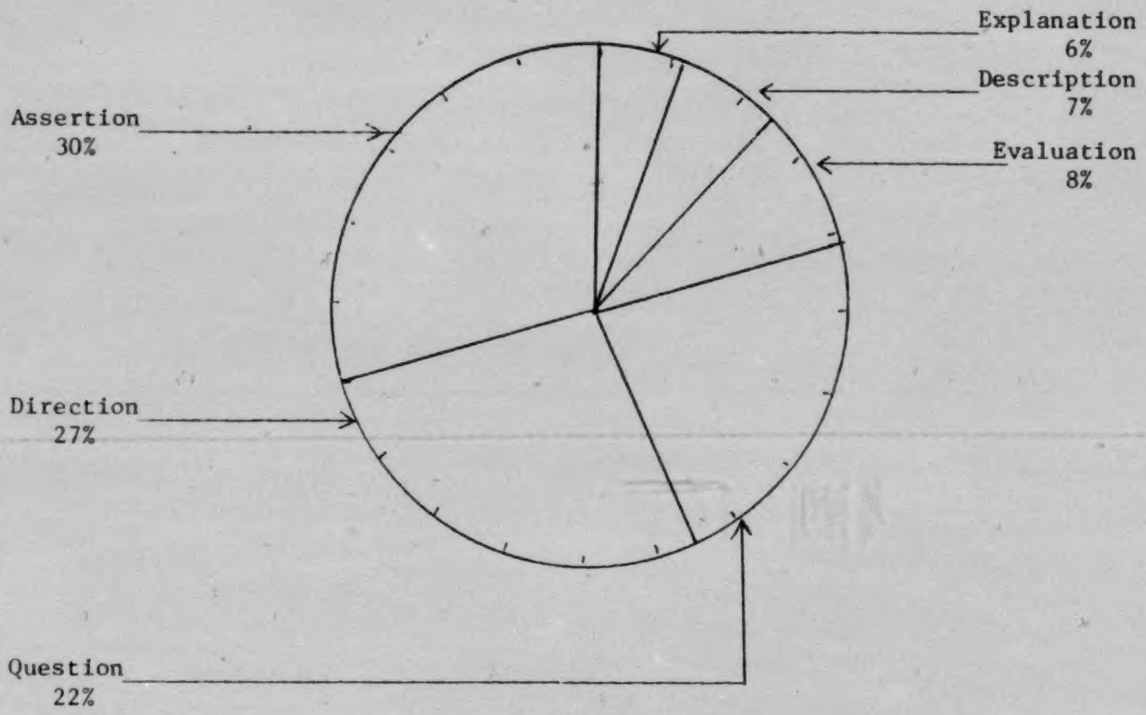
Table 46

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 47

HEALTH OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
QUESTION	29%
ASSERTION	23%
DIRECTION	16%
EXPLANATION	14%
EVALUATION	13%
DESCRIPTION	5%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

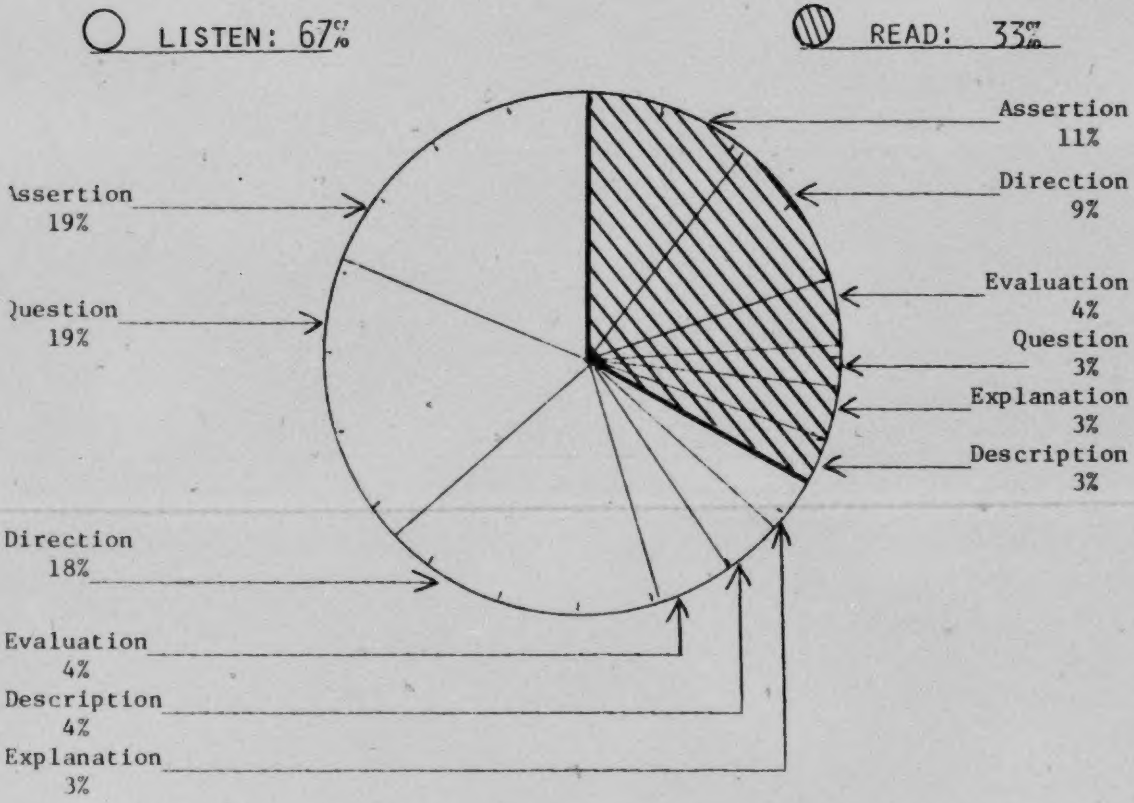
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 47

HEALTH OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 48

ADVISORY GROUP SUPERVISORS RESPONSE
TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN: 69%		READ: 31%	
QUESTION	22%	DIRECTION	8%
ASSERTION	17%	QUESTION	7%
EXPLANATION	10%	ASSERTION	6%
EVALUATION	9%	EXPLANATION	4%
DIRECTION	8%	EVALUATION	4%
DESCRIPTION	3%	DESCRIPTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 48

CHAPTER VI

HOME AND FAMILY LIFE OCCUPATIONS

Home and Family Life employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 49-60.

Individual employee responses are summarized in Figures 49-54;
Individual supervisor responses are summarized in Figures 55-60.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 49-60.

Advisory Group employee responses are summarized in Tables 49-54;
Advisory Group supervisor responses are summarized in Tables 55-60.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Child development	Teacher
Community Organization	Homemaker II
Social service/Casework	Social service person

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Community organization	Housing coordinator, Child care worker, Student, Preretirement planning
Social service/Casework	Counselor, Volunteer, Student

Analysis of Questionnaire Responses

Ways Employees Send Communications (Figure 49, Table 49) Home and Family Life employees answering both questionnaires gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of giving information. Just talking to one person face-to-face and talking by telephone combined, account for over 55% of the total ways of sending communications and three-quarters of the oral communications are in this category. When writing to give information, the employees reported the use of memos and notes in more than 75% of the responses where written communications were used. There was a noticeable consistency in the Home and Family Life section as to the ways employees send communications. Employees involved in social service casework tended to communicate orally substantially more than those employed in child development or community service organization occupations.

Kinds of Information Employees Send in Communications (Figures 50, 51, Tables 50, 51) Assertions (advice, opinions, etc.), evaluations (assurance, appreciation, etc.) and questions were the kinds of information given most frequently by the employees. This information was given most frequently by talking. Communications that deal with explanations and questions particularly were ranked predominantly among Home and Family Life employees who responded to the questionnaire.

Ways Employees Receive Communications (Figure 52, Table 52) Employees answering both questionnaires in Home and Family Life received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving information. Listening by telephone ranked next in frequency as a way of listening for information. When reading was used to receive information, the employees read memos and notes more frequently than any other written communications. There was a spread of 39 percentage points between the employees responses in community organizations and exmployees responses in social service casework in the receiving of oral communications.

Kinds of Information Employees Receive in Communications (Figures 53, 54, Tables 53, 54) Assertions, evaluations and questions are the kinds of information received most frequently by the employees. Employees answering the detailed questionnaires received this information with almost equal frequency by both listening and reading, but employees answering the condensed questionnaires received this information most frequently by listening. There is a considerable discrepancy between the individuals reporting and the advisory groups as far as the kinds and amount of communications received by listening as contrasted to reading. Individuals reported twice as much reading as did the advisory group.

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

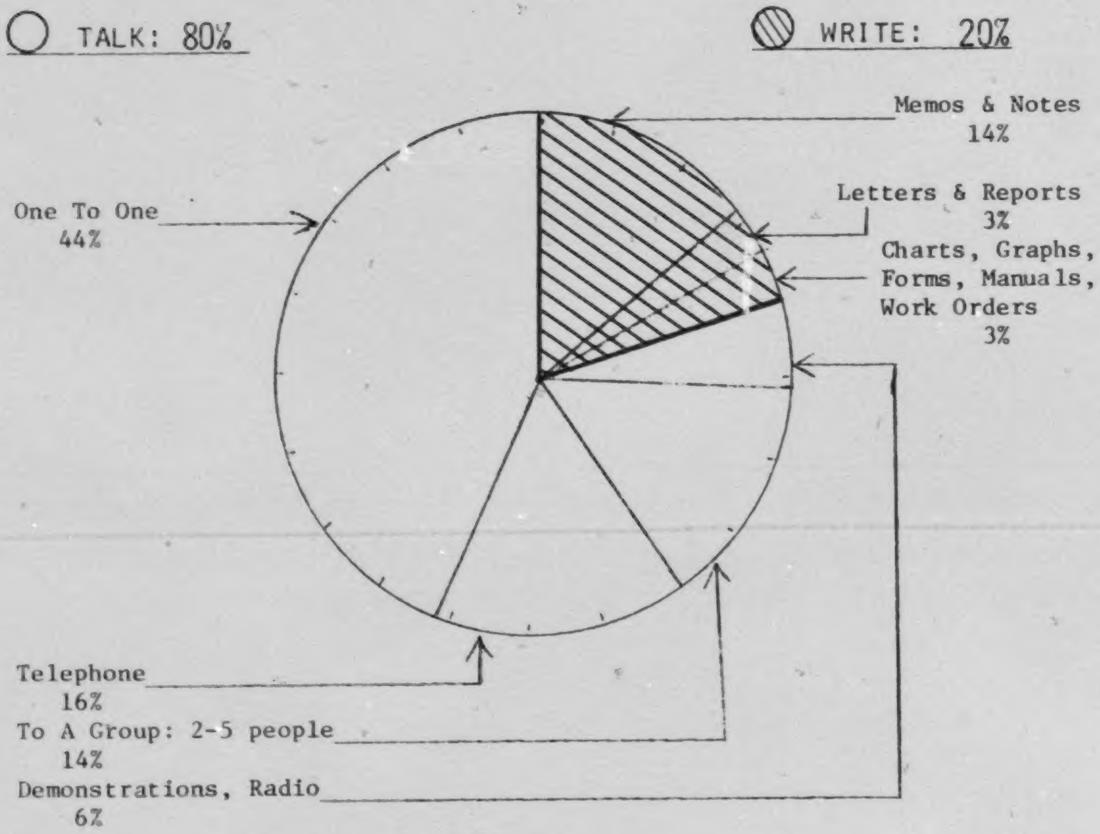


Figure 49

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

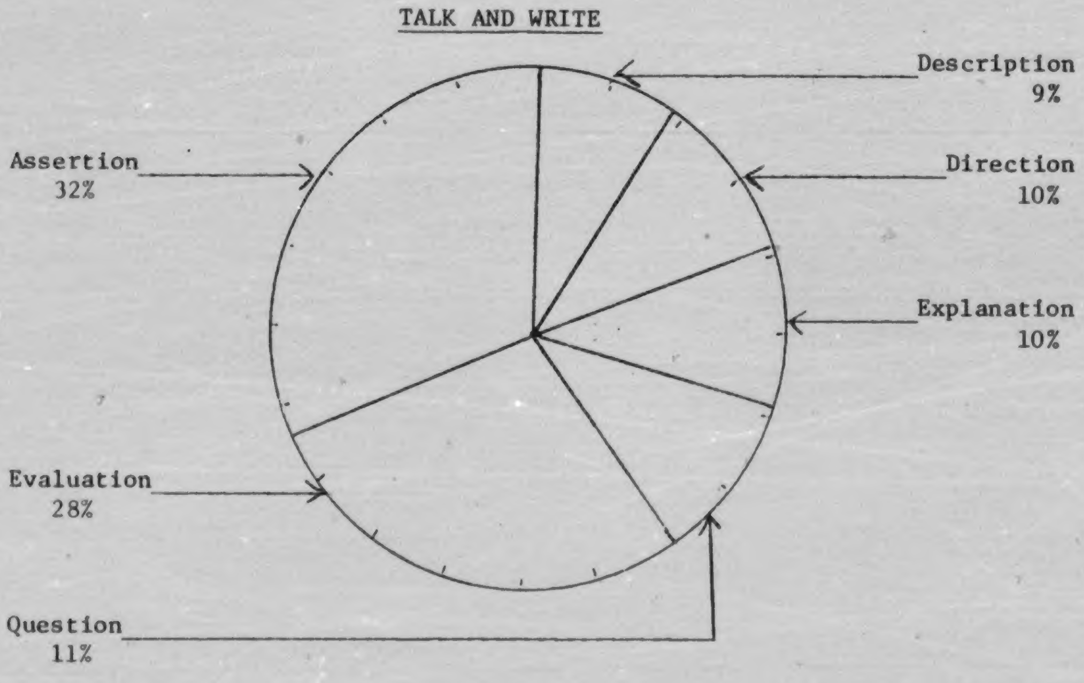
TALK:	75%	WRITE:	25%
ONE TO ONE	35%	MEMOS & NOTES	17%
TELEPHONE	21%	LETTERS & REPORTS . .	7%
TO A GROUP: 2-5 PEOPLE .	17%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	1%
DEMONSTRATIONS, RADIO . .	2%		

Table 49

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 50

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	36%
QUESTION	20%
EVALUATION	15%
EXPLANATION	13%
DESCRIPTION	9%
DIRECTION	7%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

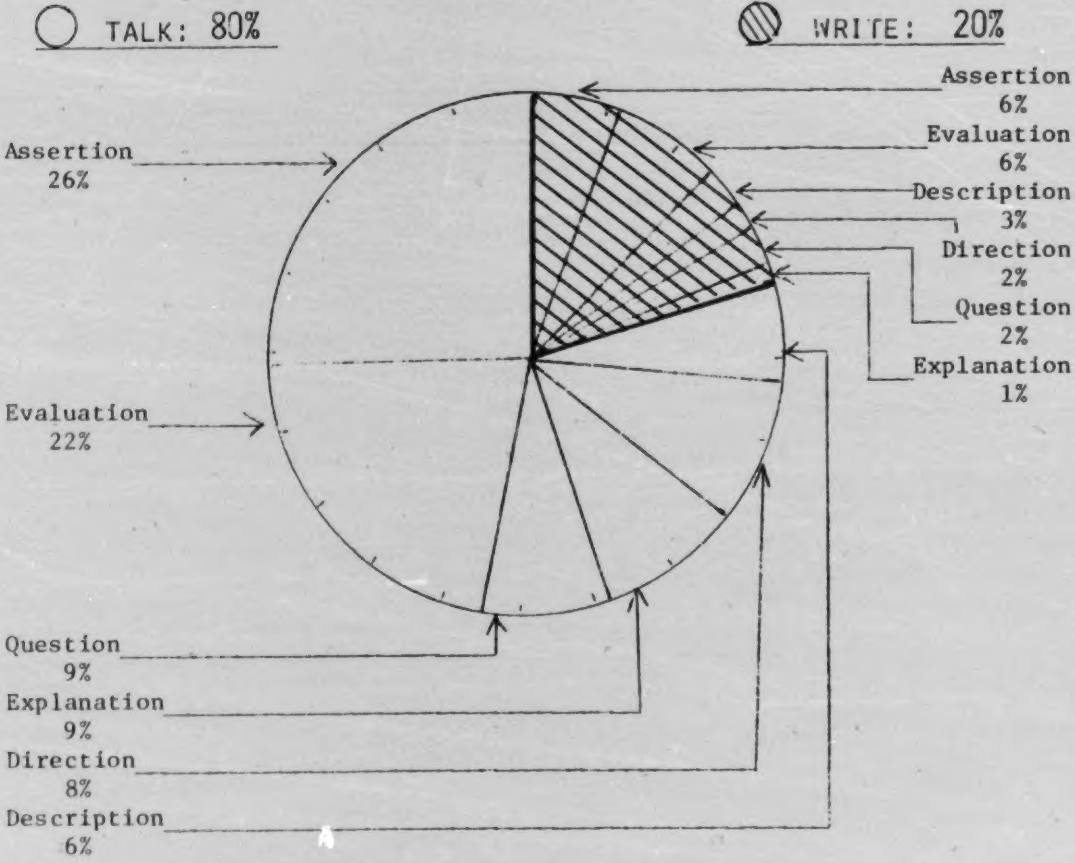
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 50

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 51

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK: 75%		WRITE: 25%	
ASSERTION	29%	ASSERTION	7%
QUESTION	18%	DIRECTION	4%
EVALUATION	11%	EXPLANATION	4%
EXPLANATION	9%	EVALUATION	4%
DESCRIPTION	5%	DESCRIPTION	4%
DIRECTION	3%	QUESTION	2%

ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 51

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

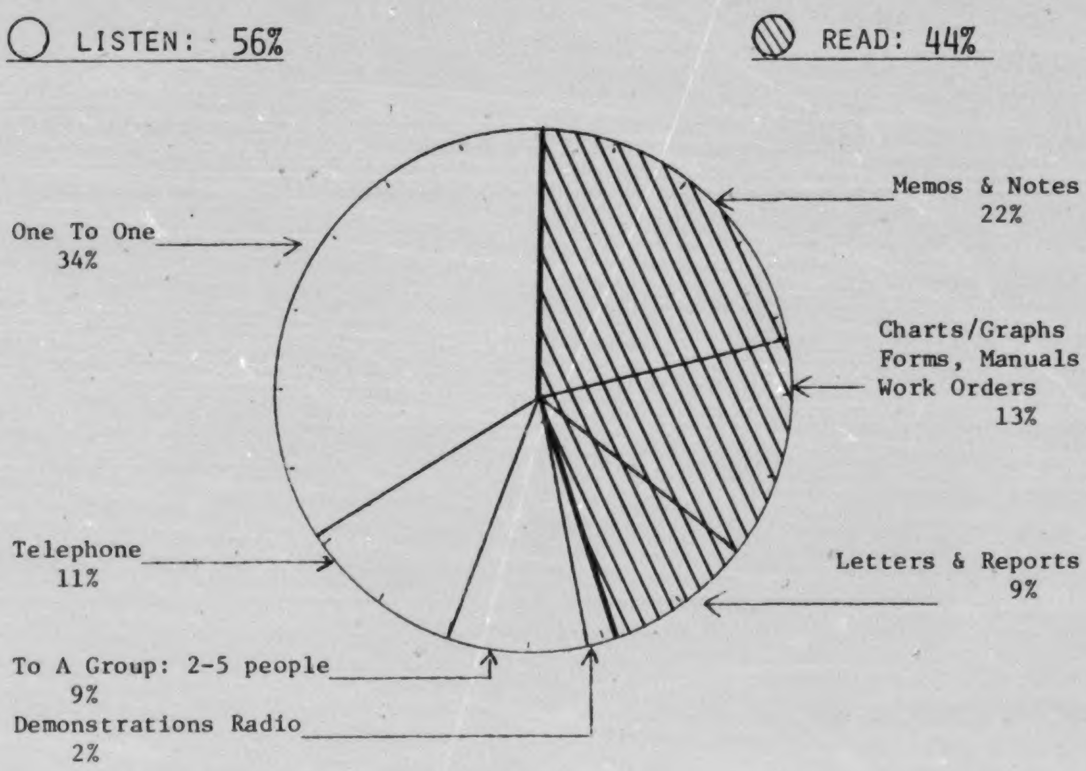


Figure 52

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

LISTEN: 78%	
ONE TO ONE	36%
TELEPHONE	21%
TO A GROUP: 2-5 PEOPLE . .	17%
DEMONSTRATIONS, RADIO . . .	4%

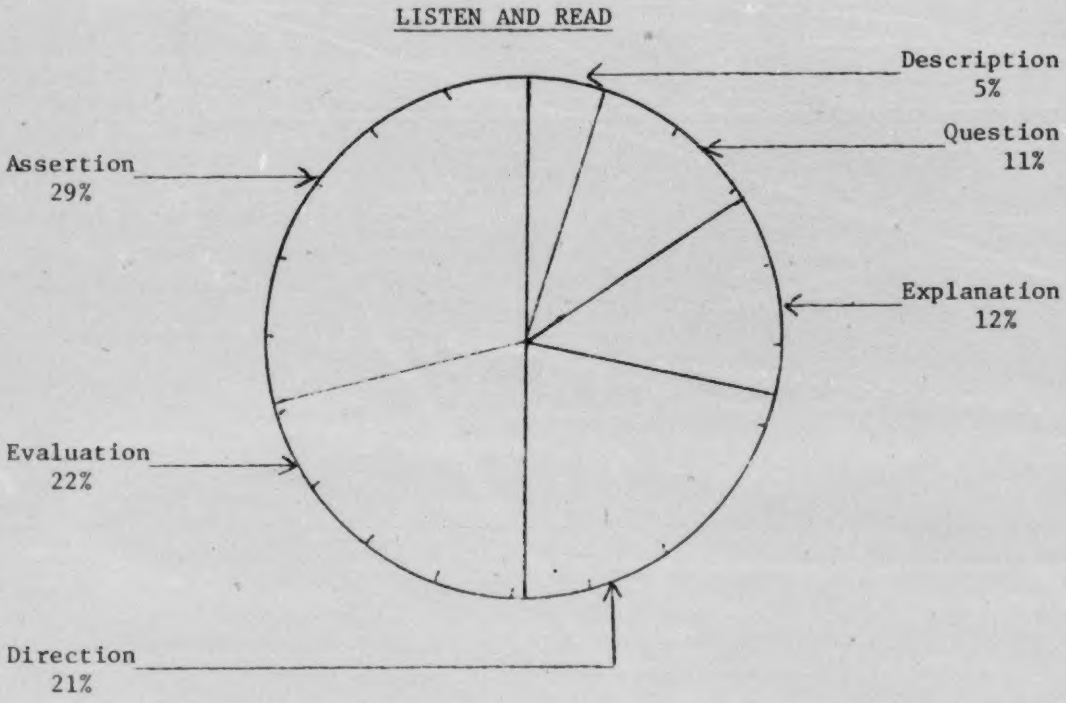
READ: 22%	
MEMOS & NOTES	11%
CHARTS/GRAPHS, FORMS. MANUALS, WORK ORDERS	8%
LETTERS & REPORTS . .	3%

Table 52

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 53

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ

ASSERTION	28%
QUESTION	24%
DIRECTION	16%
EXPLANATION	15%
EVALUATION	10%
DESCRIPTION	7%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

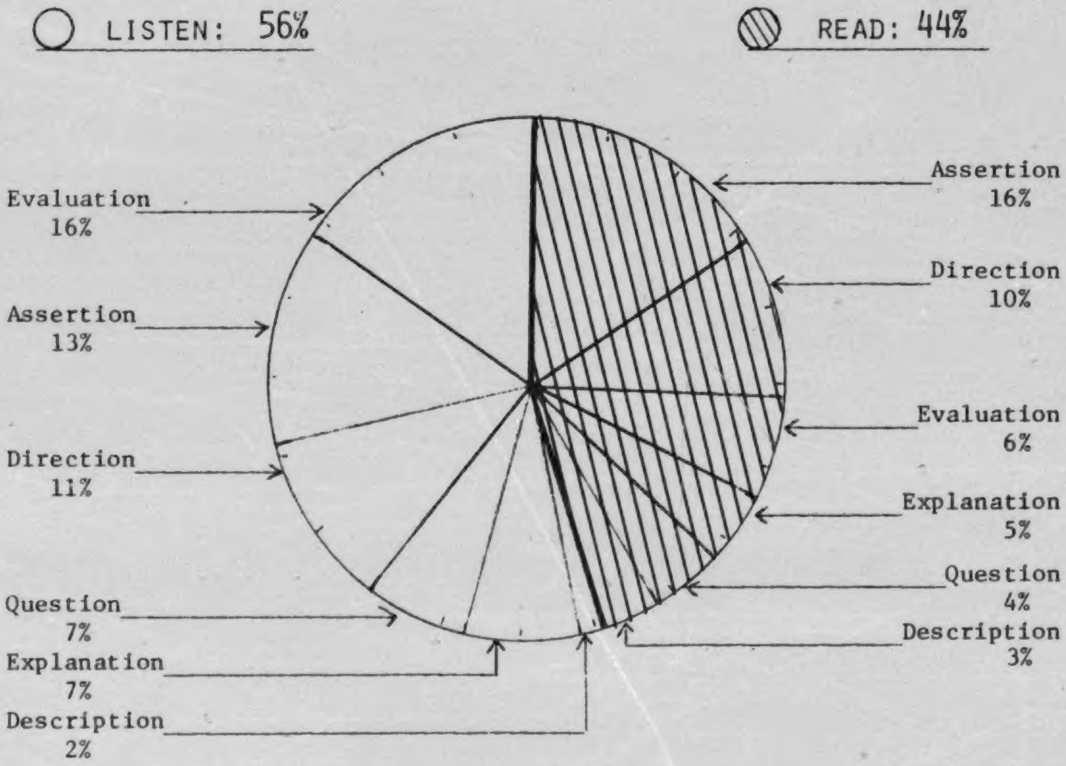
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 53

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 54

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN: 78%		READ: 22%	
ASSERTION	22%	ASSERTION	6%
QUESTION	20%	DIRECTION	6%
EXPLANATION	12%	QUESTION	4%
DIRECTION	10%	EXPLANATION	3%
EVALUATION	9%	DESCRIPTION	2%
DESCRIPTION	5%	EVALUATION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 54

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire (Appendix B)

Occupational Clusters	Job Categories
Child development	Supervisor
Community organization	Casework supervisor
Social service/Casework	Social service coordinator

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix D)

Occupational Clusters	Job Categories
Community organization	Director, Co-director, Executive director, Community resource coordinator
Social service/Casework	Director of counseling, Director, Supervisor

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 55, Table 55) Home and Family Life supervisors answering both questionnaires gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of presenting communications. Nearly one-third of the time supervisors delivered communications in this manner. Oral communication was indicated in 75% of the responses. (When oral communication was reported, one-to-one communication was said to be used 45% of the time.) When writing was used to give information, the supervisors used memos and notes and letters and reports more frequently than any other form of written communication.

Kinds of Information Supervisors Send in Communications (Figures 56, 57, Tables 56, 57) Assertions (advice, opinions, etc.) questions, evaluations (assurance, appreciation, etc.) and directions (directions, instructions, orders) were the kinds of information given most frequently by the supervisors. Supervisors answering the condensed questionnaire asked questions most frequently by talking but assertions and directions were given by both talking and writing. Supervisors answering the detailed questionnaires gave this information most frequently by talking.

Ways Supervisors Receive Communications (Figure 58, Table 58) Supervisors in Home and Family Life answering both questionnaires received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving information; however, the telephone is used more than other oral means of communication except face-to-face in the clusters of child development and social service casework. When reading was used to receive information, supervsiors read memos and notes more frequently than any other written communications.

Kinds of Information Supervisors Receive in Communications Figures 59, 60, Tables 59, 60) Questions and assertions (advice, opinions, etc.) were the kinds of information received most frequently by these supervisors. The supervisors received questions more frequently than any other single kind of information. This information was received most frequently by listening.

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

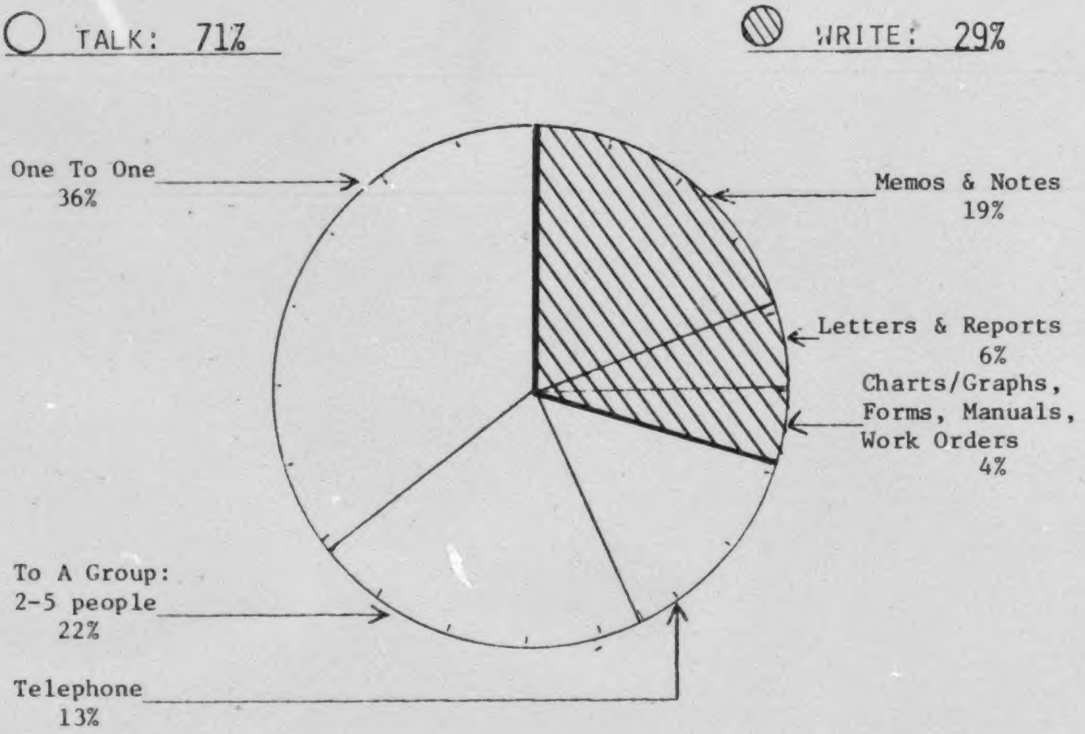


Figure 55

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

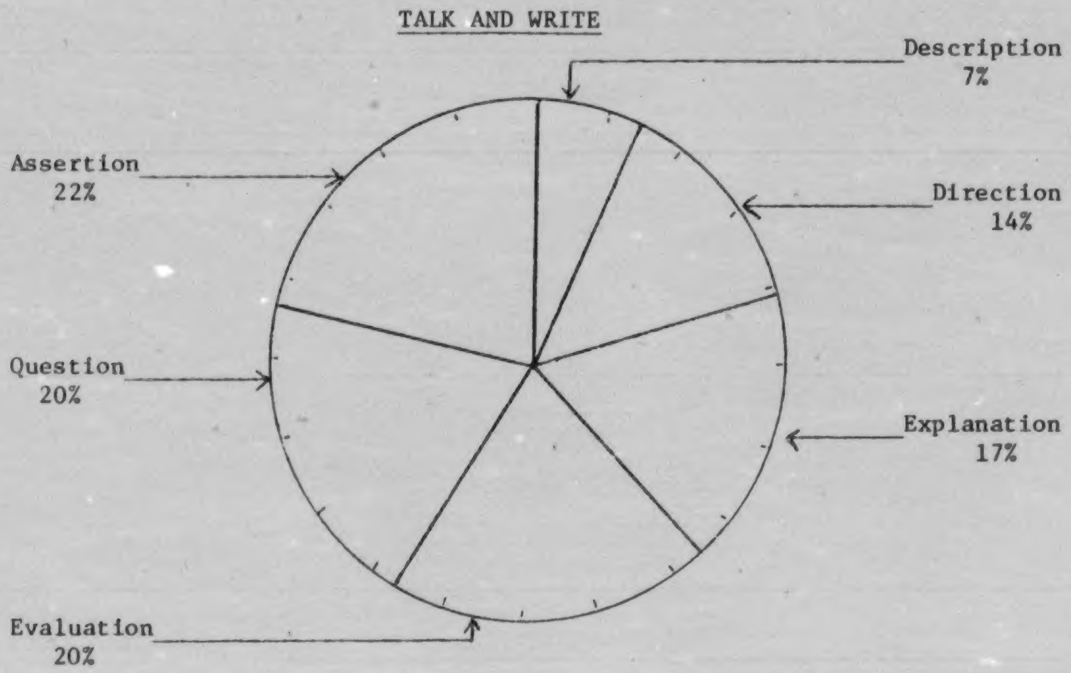
WAYS SUPERVISORS SEND COMMUNICATIONS

TALK: 73%		WRITE: 42%	
ONE TO ONE	33%	MEMOS & NOTES . . .	17%
TELEPHONE	22%	LETTERS & REPORTS . .	6%
TO A GROUP: 2-5 PEOPLE	16%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	4%
DEMONSTRATIONS, RADIO.	.2%		

Table 55

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 56

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	31%
QUESTION	17%
DIRECTION	16%
EVALUATION	15%
EXPLANATION	13%
DESCRIPTION	8%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

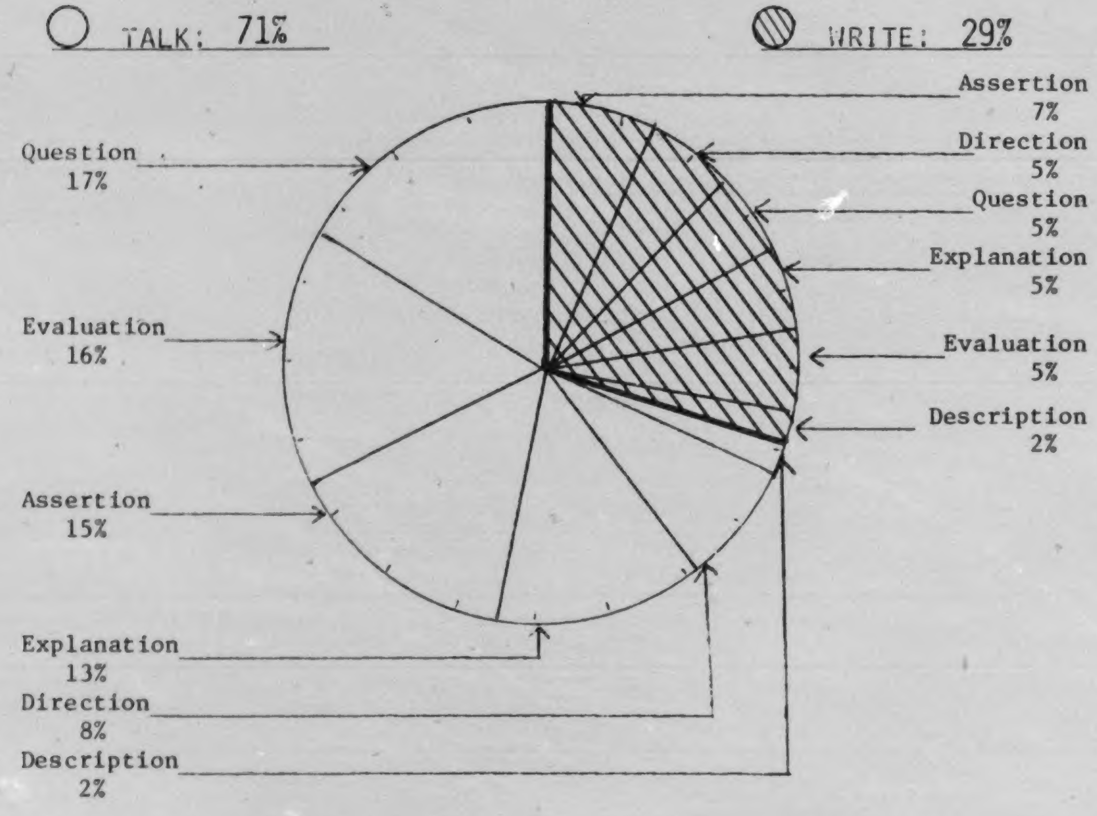
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 56

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 57

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 73%		WRITE: 27%	
ASSERTION	22%	ASSERTION	9%
EVALUATION	14%	DIRECTION	7%
QUESTION	14%	EXPLANATION	4%
DIRECTION	9%	QUESTION	3%
EXPLANATION	9%	DESCRIPTION	3%
DESCRIPTION	5%	EVALUATION	1%

ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 57

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

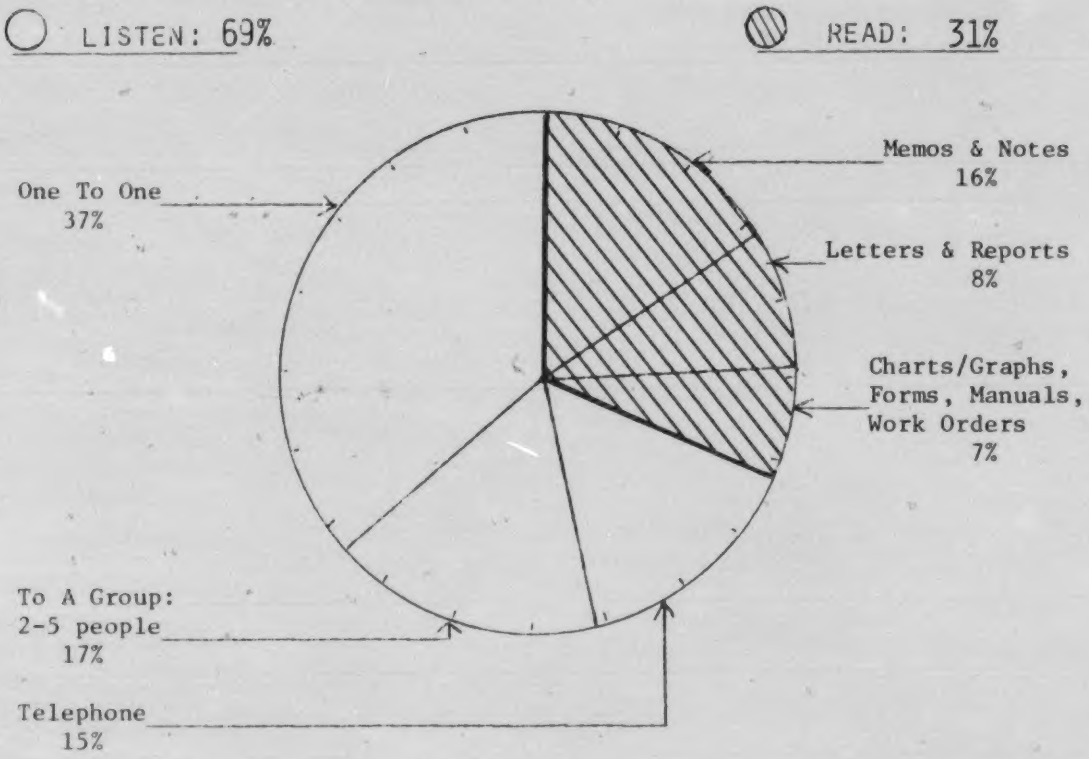


Figure 58

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

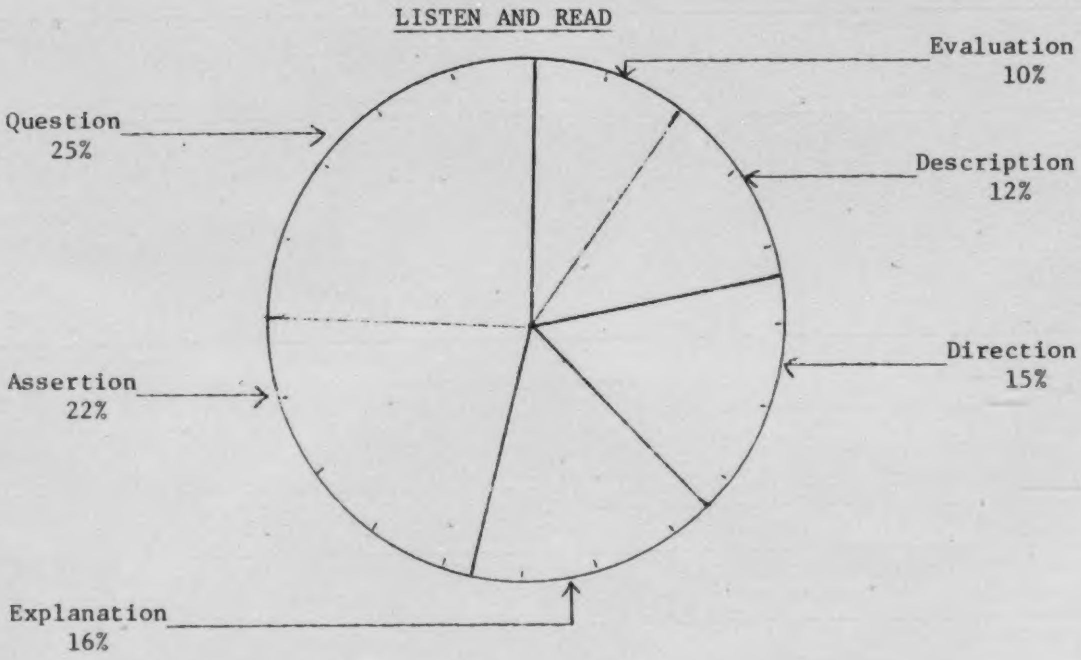
LISTEN: 74%		READ: 26%	
ONE TO ONE	31%	MEMOS & NOTES	16%
TELEPHONE	26%	LETTERS & REPORTS	8%
TO A GROUP: 2-5 PEOPLE	15%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	2%
DEMONSTRATIONS, RADIO	2%		

Table 58

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 59

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ	
ASSERTION	40%
QUESTION	28%
EXPLANATION	13%
DIRECTION	8%
EVALUATION	6%
DESCRIPTION	5%

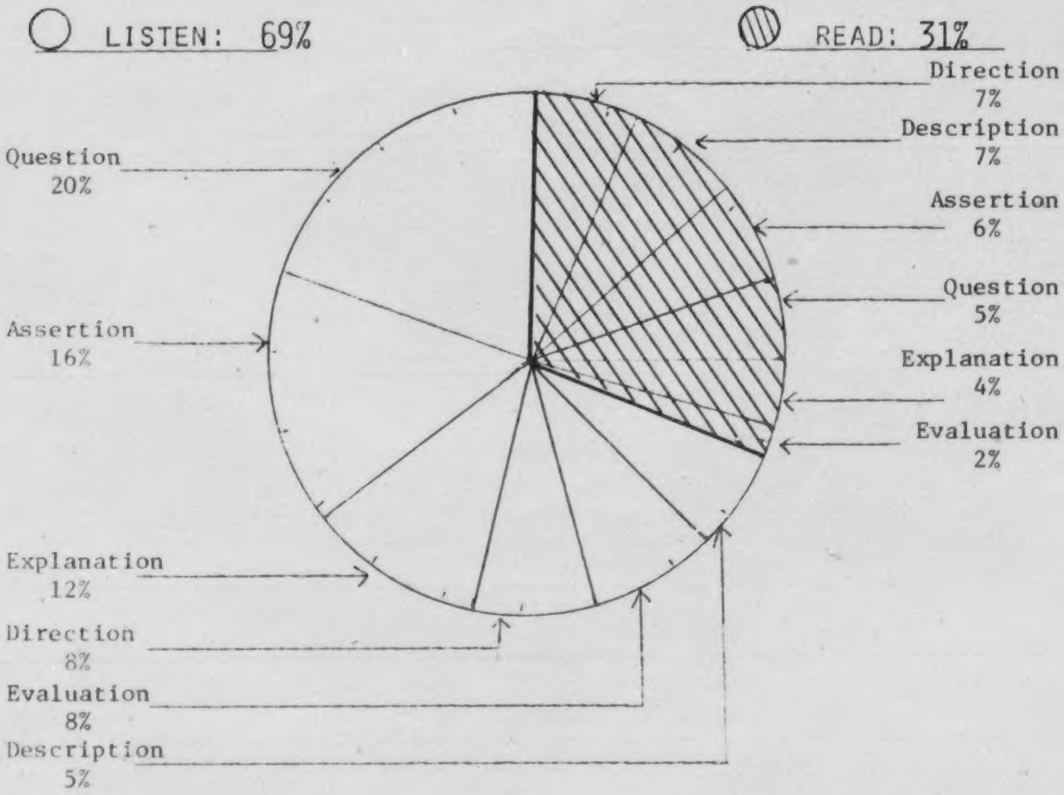
ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 59

HOME AND FAMILY LIFE OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion:	advise, opinion, propose, recommend, sell, persuade, suggest.
Direction:	direct, instruct, order.
Evaluation:	assure, appreciate, compliment, correct, scold, reprimand.

Figure 60

HOME AND FAMILY LIFE OCCUPATIONS

ADVISORY GROUP SUPERVISORS RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN: 74%		READ: 26%	
ASSERTION	30%	ASSERTION	10%
QUESTION	23%	QUESTION	5%
EXPLANATION	10%	DIRECTION	4%
DIRECTION	4%	EXPLANATION	3%
EVALUATION	4%	EVALUATION	2%
DESCRIPTION	3%	DESCRIPTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 60

CHAPTER VII

TECHNICAL OCCUPATIONS

Technical employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 61-72.

Individual employee responses are summarized in Figures 61-66; Individual supervisor responses are summarized in Figures 67-72.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 61-72.

Advisory Group employee responses are summarized in Tables 61-66; Advisory Group supervisor responses are summarized in Tables 67-72.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Data Processing	Empos operator
Electrical	Electrical apprentice
Electrical technology	Layout operator

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Data processing	Data base designer, Micromation lead, Keypunch lead, PDC auditor, computer operator, Clerk
Electrical	Apprentice

Analysis to Questionnaire Responses

Ways Employees Send Information in Communications (Figure 61, Table 61) Technical employees answering both questionnaires gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of giving information, but the telephone was also used frequently. When writing was used to give information, these employees used memos and notes more frequently than any other form of written communication. Although the ways employees in technical fields communicate is relatively consistent with other fields, employees in the electronics job cluster indicated that there is very little communication done through writing.

Kinds of Communications Sent by Employees, Figures 62, 63, Tables 62, 63) Assertions (advice, opinions, etc.) and explanations were the kinds of information given most frequently by these employees. Descriptions and explanations were indicated as most frequently sent by writing, while explanations and questions were most frequently sent by talking.

Ways Employees Receive Information in Communications (Figure 64, Table 64) Employees answering both questionnaires received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving information. When reading was used to receive information, these employees read reports more frequently than any other written communications.

Kinds of Communications Received by Employees (Figures 65, 66, Tables 65, 66) Directions (directions, instructions, orders) and assertions (advice, opinions, etc.) are the kinds of information received most frequently by these employees. This information appears to be received by both listening and reading. Directions were most often received by reading, and questions were most often received by listening.

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

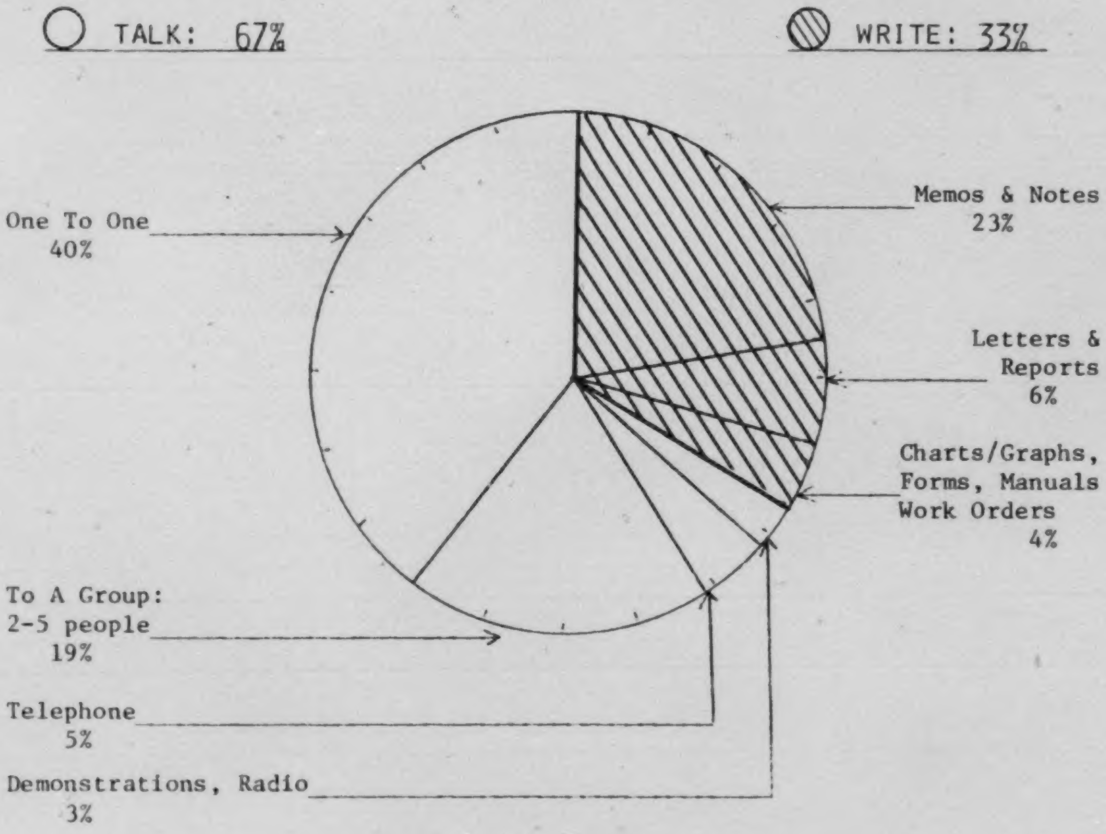


Figure 61

TECHNICAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

TALK:	74%
ONE TO ONE	34%
TELEPHONE	15%
TO A GROUP: 2-5 PEOPLE	13%
DEMONSTRATIONS, RADIO	12%

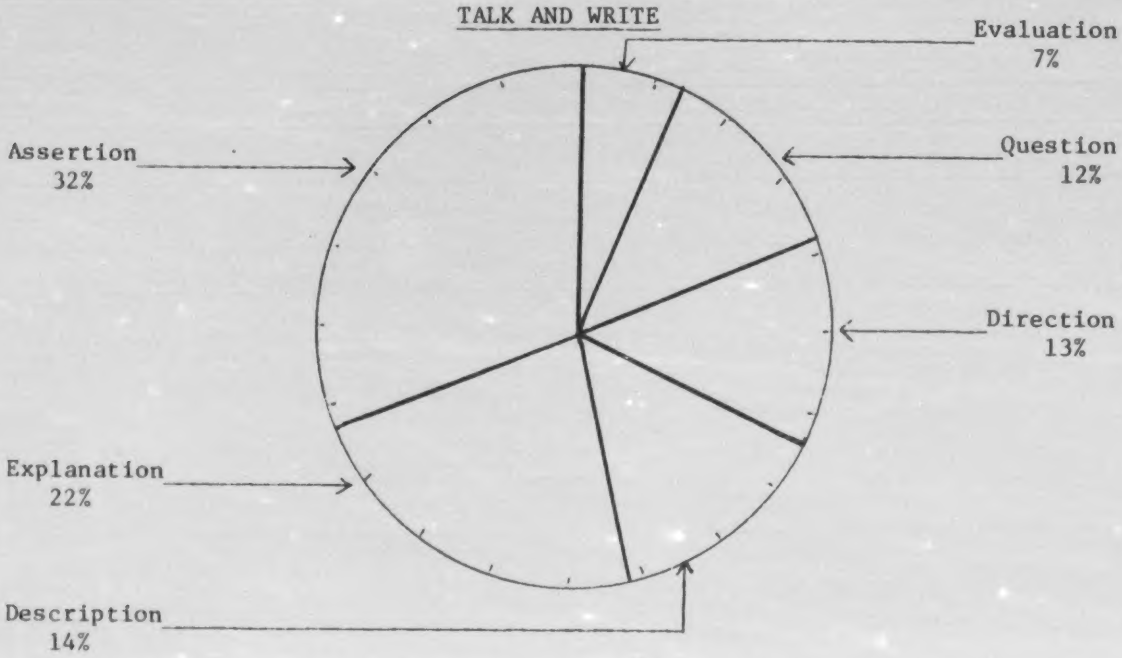
WRITE:	26%
MEMOS & NOTES . . .	18%
CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	6%
LETTERS & REPORTS .	2%

Table 61

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 62

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	35%
EXPLANATION	21%
QUESTION	19%
DIRECTION	9%
DESCRIPTION	9%
EVALUATION	7%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

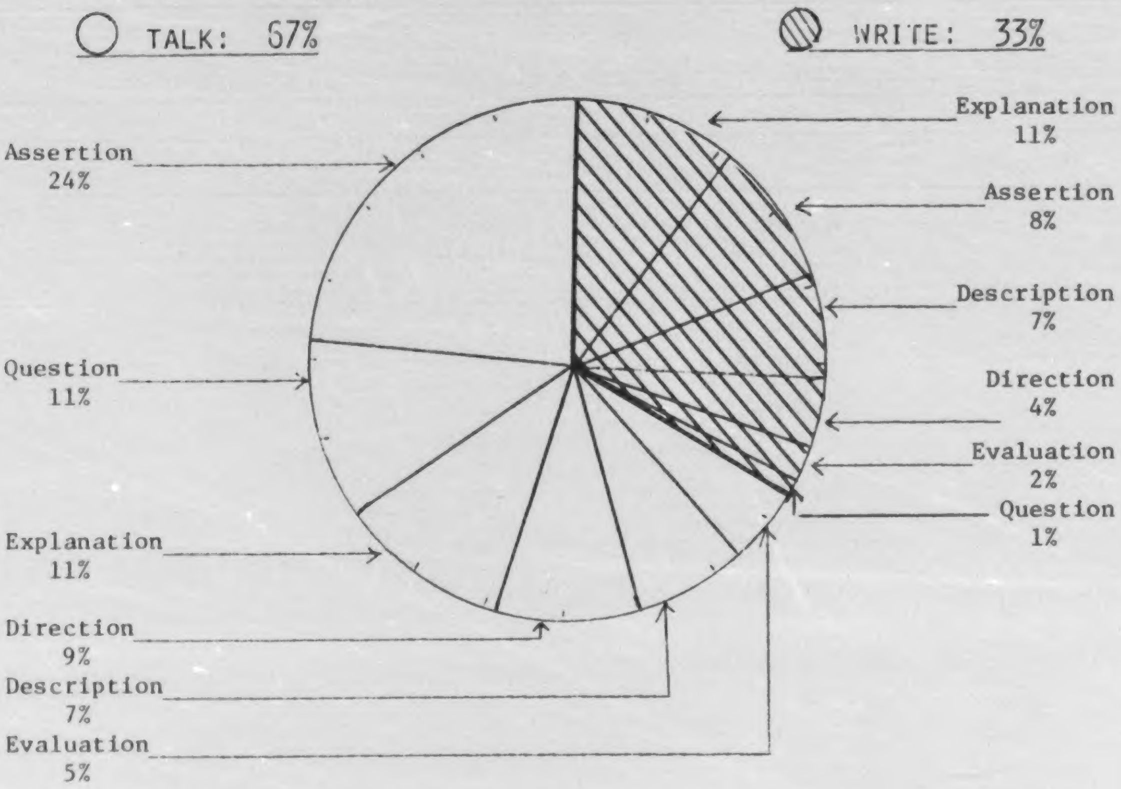
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 62

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 63

TECHNICAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK:	74%	WRITE:	26%
ASSERTION	24%	ASSERTION	9%
QUESTION	17%	EXPLANATION	6%
EXPLANATION	15%	QUESTION	4%
DIRECTION	7%	DESCRIPTION	3%
DESCRIPTION	6%	DIRECTION	2%
EVALUATION	5%	EVALUATION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 63

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

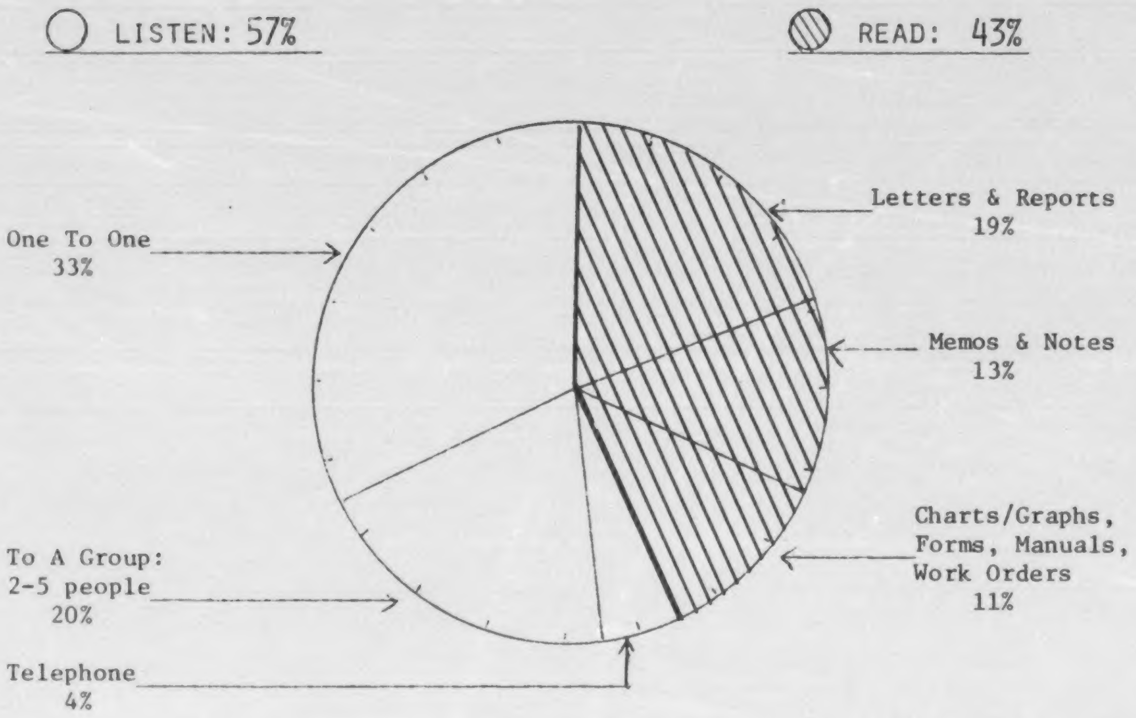


Figure 64

TECHNICAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

LISTEN: 61%	
ONE TO ONE	32%
DEMONSTRATIONS, RADIO .	11%
TELEPHONE	10%
TO A GROUP: 2-5 PEOPLE .	8%

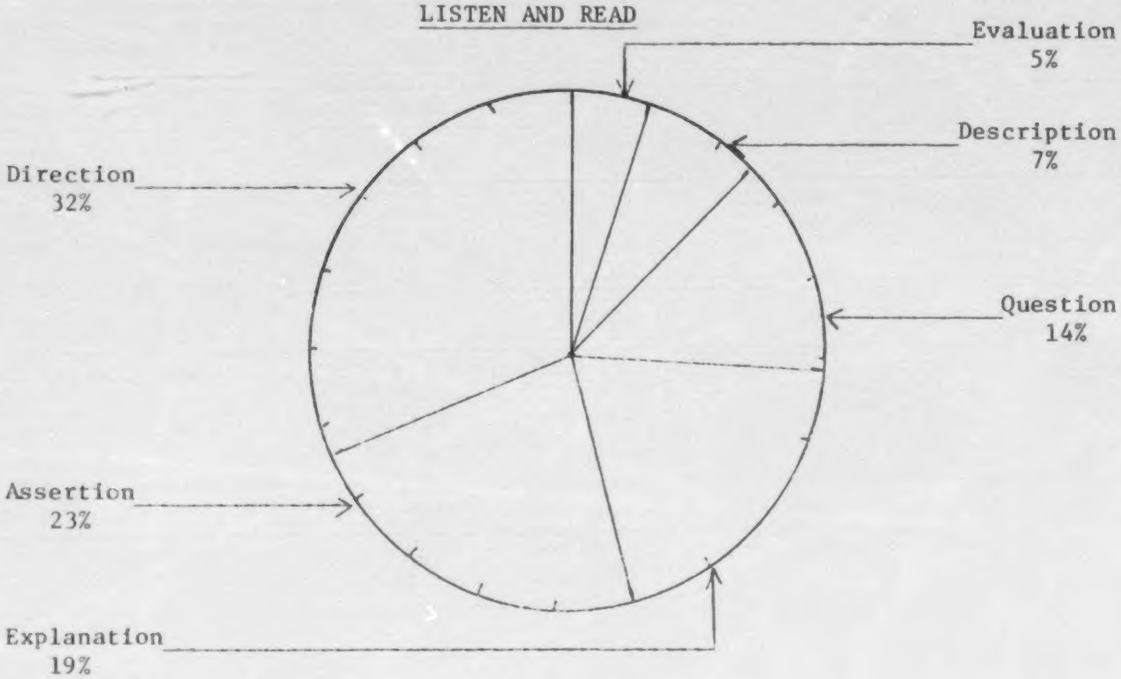
READ: 39%	
CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	19%
MEMOS & NOTES . . .	15%
LETTERS & REPORTS .	5%

Table 64

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 65

TECHNICAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN AND READ

DIRECTION	32%
ASSERTION	21%
QUESTION	14%
EXPLANATION	13%
EVALUATION	10%
DESCRIPTION	10%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 65

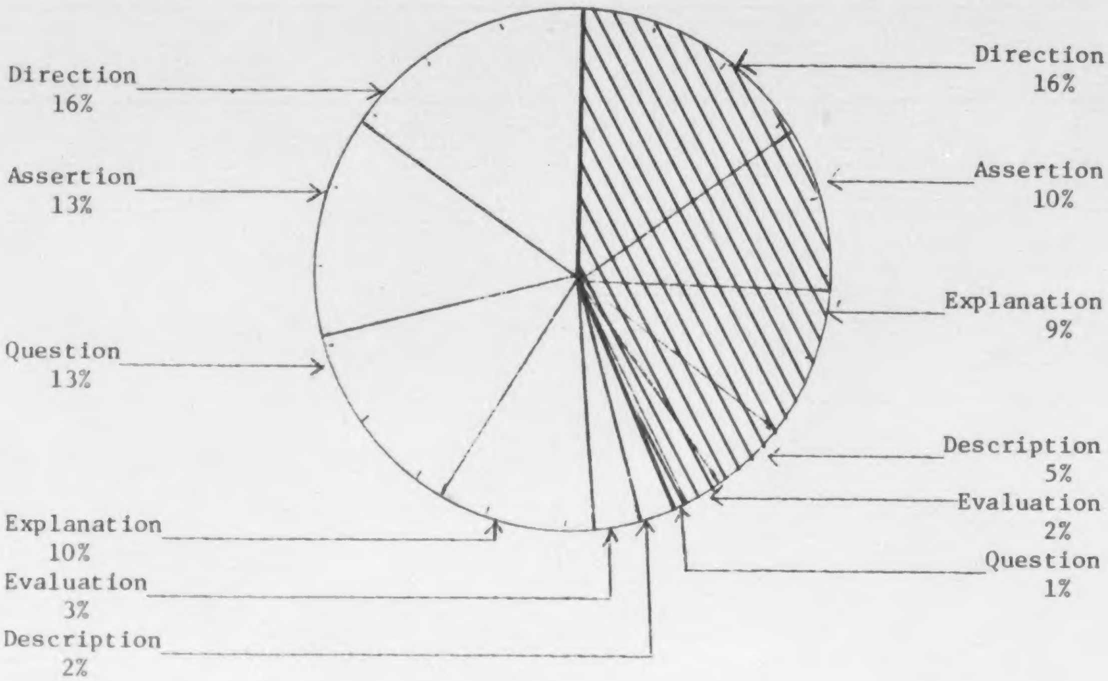
TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

○ LISTEN: 57%

▨ READ: 43%



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 66

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

LISTEN: 61%		READ: 39%	
DIRECTION	16%	DIRECTION	16%
ASSERTION	13%	ASSERTION	8%
QUESTION	12%	DESCRIPTION	5%
EXPLANATION	9%	EXPLANATION	4%
EVALUATION	6%	EVALUATION	4%
DESCRIPTION	5%	QUESTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 66

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire (Appendix B)

Occupational Clusters	Job Categories
Data processing	Supervisor
Electrical	Department head
Electronic technology	Supervisor

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix D)

Occupational Clusters	Job Categories
Data processing	Lead operation, Instructor, Supervisor, Group leader
Electrical	Electrician, Business representative, Journeyman electrician, Journeyman wireman

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 67, Table 67) Technical supervisors answering both questionnaires said they gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of giving information; the use of the telephone ranked second in responses from both individuals and advisory groups. When writing was used to give information, these supervisors used memos and notes more frequently than any other form of written communication.

Kinds of Communications Supervisors Send (Figures 68, 69, Tables 68, 69) Assertions (advice, opinions, etc.) and explanations were the kinds of information given most frequently by these supervisors with explanations being the single kind most frequently given. This information was given by both talking and writing, with talking the dominant response.

Ways Supervisors Receive Communications (Figure 70, Table 70) Supervisors answering the detailed questionnaire received information most frequently by reading and supervisors answering the condensed questionnaire reported receiving information most frequently by listening. Supervisors answering both questionnaires received information most frequently by listening to one person face-to-face. When reading was used to receive information, these supervisors read memos and notes most frequently but the responses were spread over all of the ways of communicating that were indicated on the questionnaire

Kinds of Communications Supervisors Receive (Figures 71, 72, Tables 71, 72) Assertions (advice, opinions, etc.) and questions were the kinds of information received most frequently by these supervisors. Assertions were received by both listening and reading, and questions were received most frequently by listening.

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

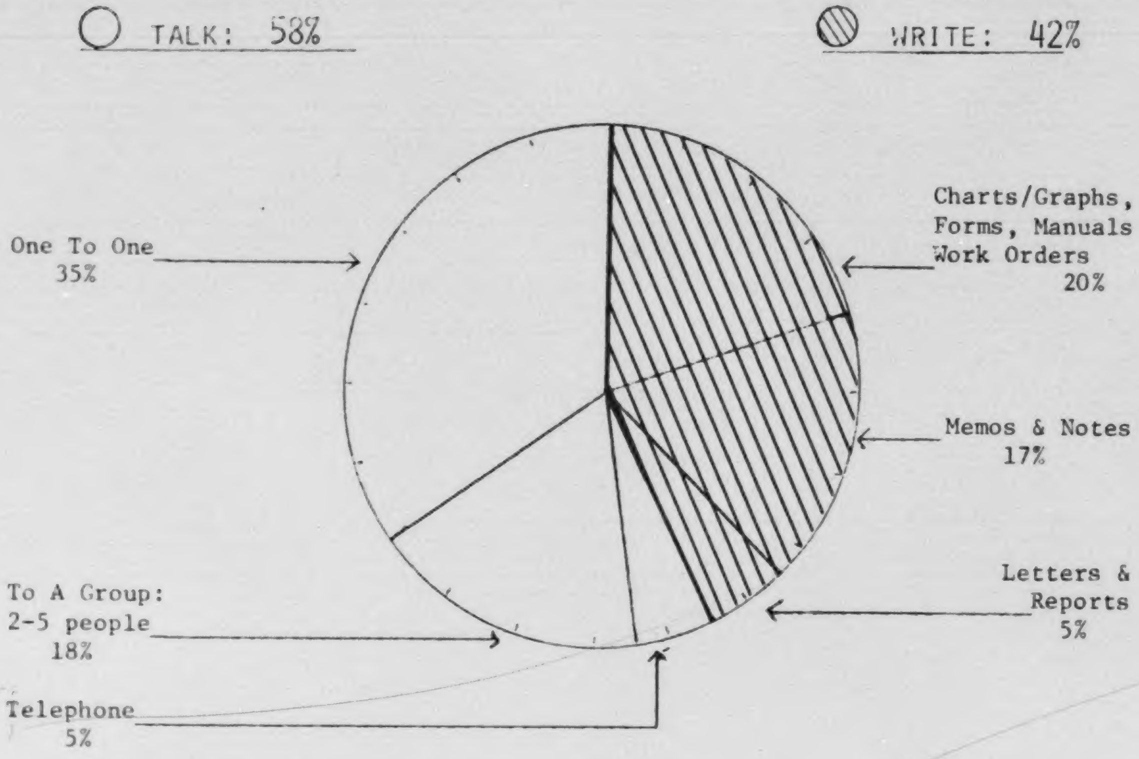


Figure 67

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

TALK: 70%		WRITE: 30%	
ONE TO ONE	32%	MEMOS & NOTES	18%
TELEPHONE	21%	LETTERS & REPORTS	6%
TO A GROUP: 2-5 PEOPLE	12%	CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	6%
DEMONSTRATIONS, RADIO	5%		

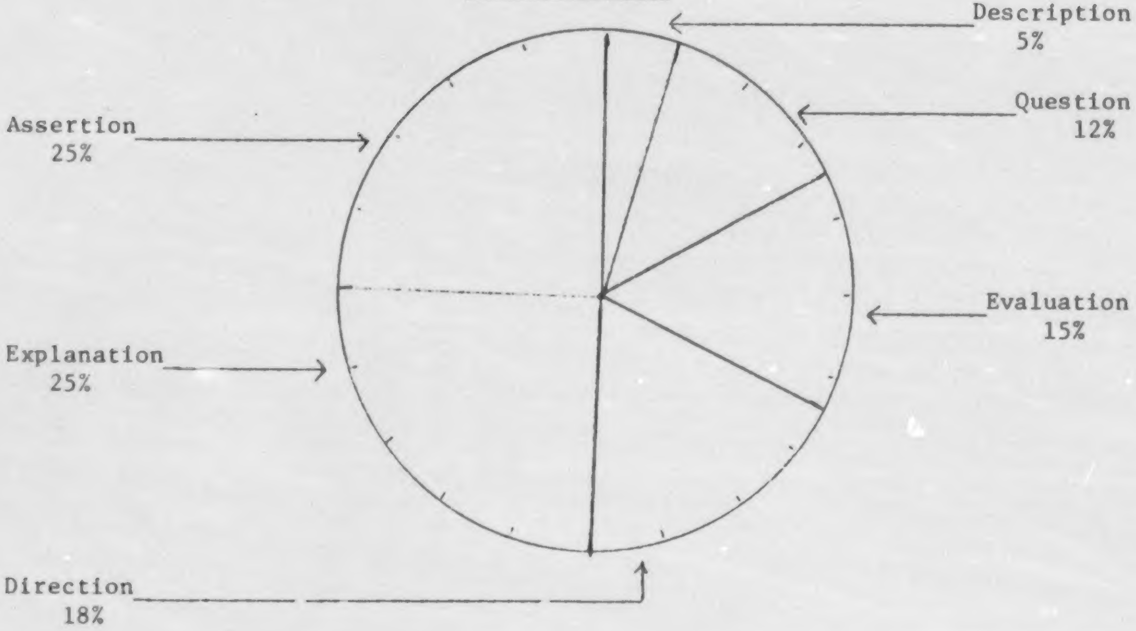
Table 67

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 68

TECHNICAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	31%
EXPLANATION	21%
QUESTION	16%
DIRECTION	14%
DESCRIPTION	11%
EVALUATION	7%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

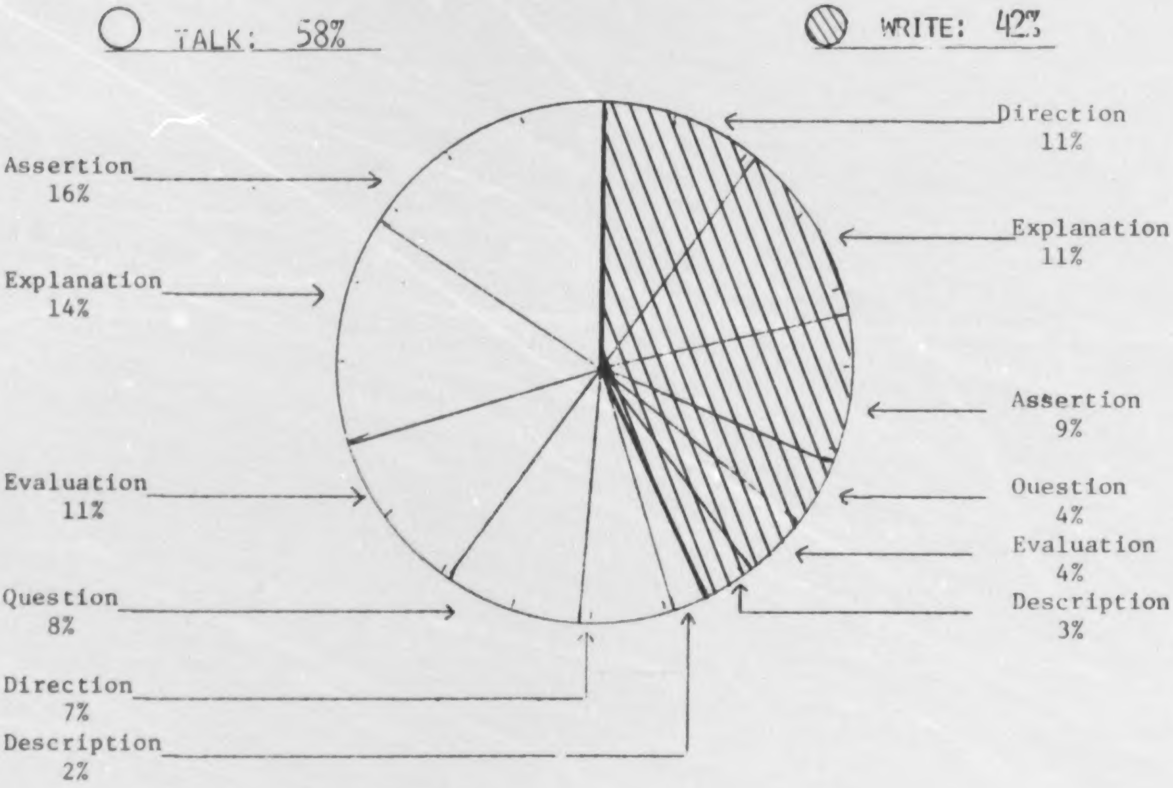
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 68

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 69

TECHNICAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 70%		WRITE: 30%	
ASSERTION	22%	ASSERTION	9%
EXPLANATION	14%	EXPLANATION	7%
QUESTION	13%	DIRECTION	5%
DIRECTION	9%	DESCRIPTION	5%
EVALUATION	6%	QUESTION	3%
DESCRIPTION	6%	EVALUATION	1%

ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 69

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

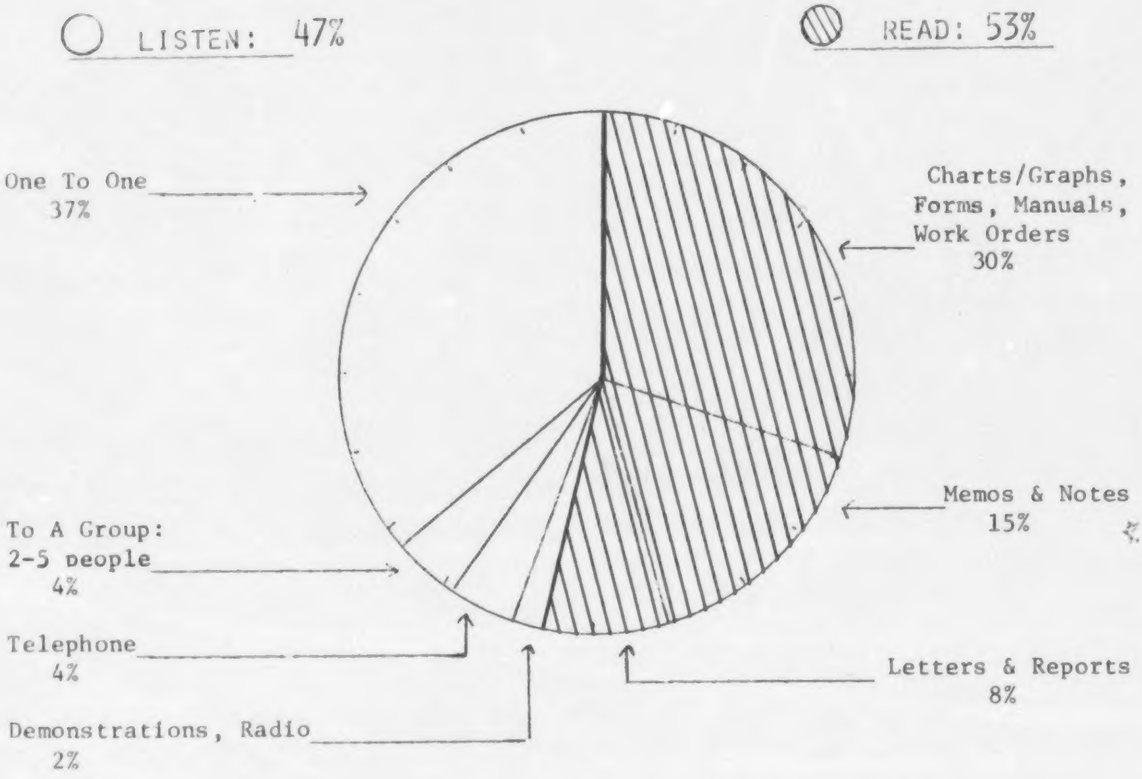


Figure 70

TECHNICAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

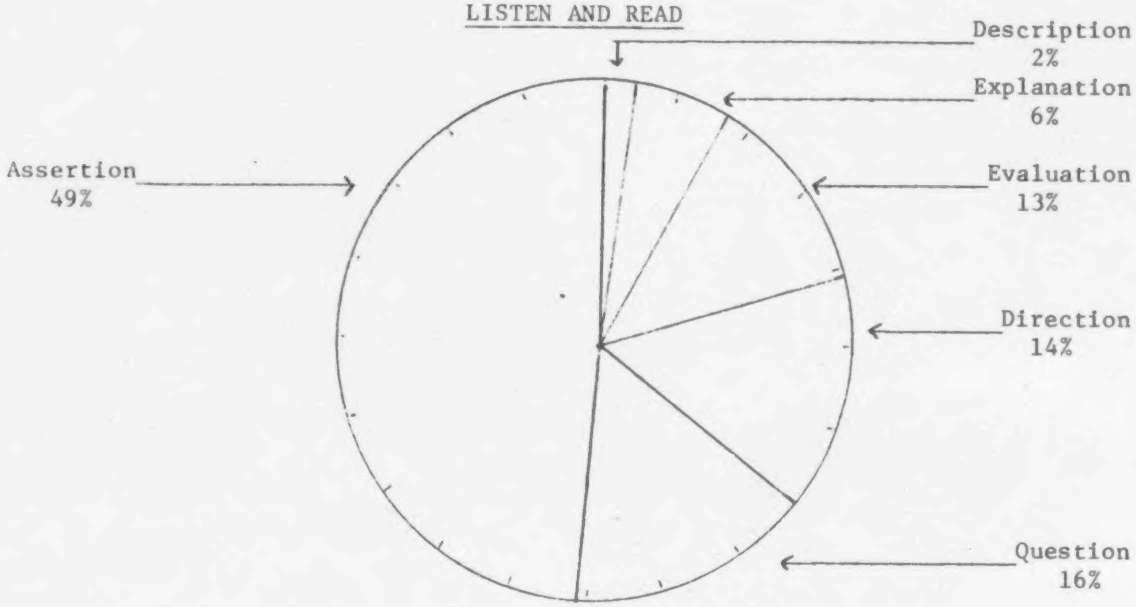
LISTEN:	62%	READ:	38%
ONE TO ONE	30%	MEMOS & NOTES . . .	20%
TELEPHONE	21%	CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	10%
TO A GROUP: 2-5 PEOPLE	8%	LETTERS & REPORTS .	8%
DEMONSTRATIONS, RADIO	3%		

Table 70

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 71

TECHNICAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN AND READ

ASSERTION	30%
QUESTION	24%
EXPLANATION	19%
DIRECTION	17%
DESCRIPTION	7%
EVALUATION	3%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

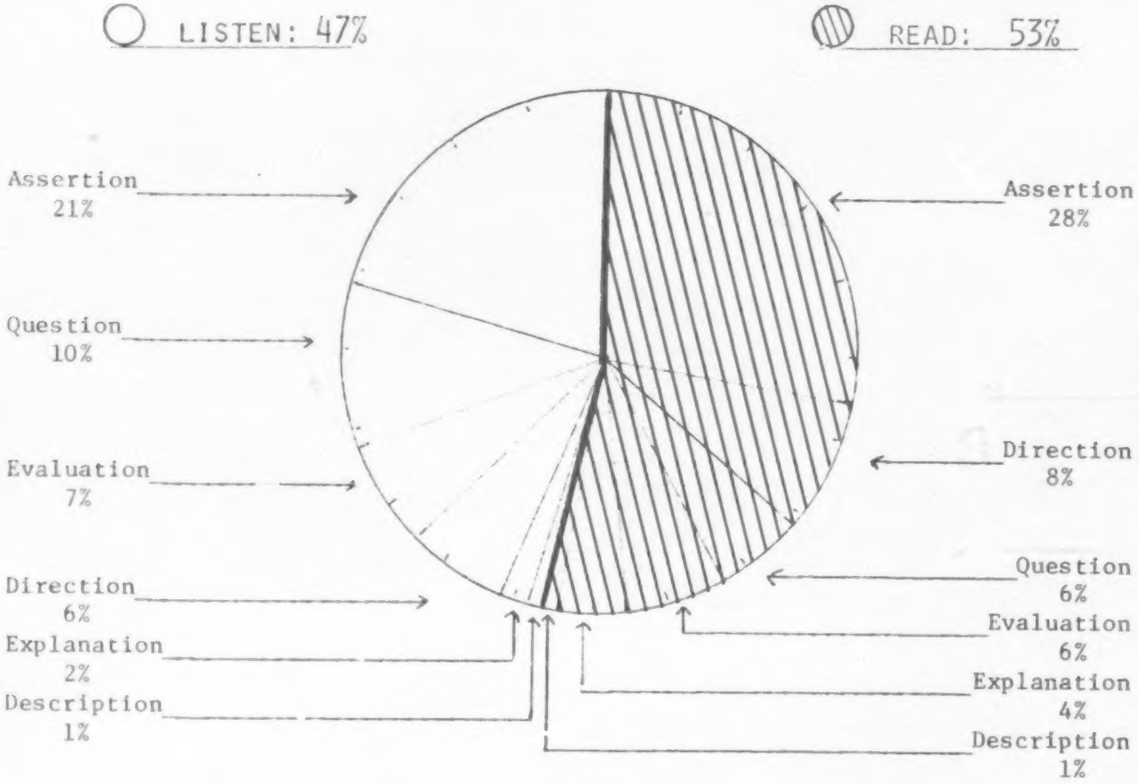
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 71

TECHNICAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 72

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN: 62%		READ: 38%	
ASSERTION	20%	ASSERTION	10%
QUESTION	19%	DIRECTION	10%
EXPLANATION	11%	EXPLANATION	8%
DIRECTION	7%	QUESTION	5%
DESCRIPTION	3%	DESCRIPTION	4%
EVALUATION	2%	EVALUATION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 72

CHAPTER VIII

TRADE AND INDUSTRIAL OCCUPATIONS

Trade and Industrial employee and supervisor responses to the Occupational Communications Skills Questionnaires are summarized in Figures 73-84.

Individual employee responses are summarized in Figures 73-78;
Individual supervisor responses are summarized in Figures 79-84.

Advisory Group employee and supervisor responses to the Condensed Occupational Communications Skills Questionnaires are summarized in Tables 73-84.

Advisory Group employee responses are summarized in Tables 73-78;
Advisory Group supervisor responses are summarized in Tables 79-84.

Individual Employees Responding to the Occupational Communications Skills Questionnaire (Appendix A)

Occupational Clusters	Job Categories
Automotive	Mechanic
Carpentry	Carpenter
Food preparation	Assistant chef
Law enforcement	Police officer
Metal trades	Apprentice machinist
Transportation	Truck driver
Welding	Welder

Advisory Group Employees Responding to the Condensed Occupational Communications Skills Questionnaire (Appendix C)

Occupational Clusters	Job Categories
Automotive	Mechanic, Service advisor
Carpentry	Carpenter, Journeyman
Food preparation	Chef, Assistant chef
Law enforcement	Police officer, Patrolman, Trooper
Metal trades	Apprentice foreman
Transportation	Truck driver
Welding	Welder, Pipe fitter

Analysis of Questionnaire Responses

Ways Employees Send Communications (Figure 73, Table 73) Employees from the Trade and Industrial occupations gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of giving information. When writing was used to give information, these employees used memos and notes more frequently than any other form of written communication.

Kinds of Communications Employees Send (Figures 74, 75, Tables 74,75) Assertions (advice, opinions, etc.) explanations and questions were the kinds of information given most frequently by these employees, with explanations the single most frequent kind of information given. This information was given most frequently by talking.

Ways Employees Receive Communications (Figure 76, Table 76) Employees answering both questionnaires received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving information. When reading was used to receive information, these employees read memos and notes more frequently than any other written communication although work orders were reported with high frequency in the automotive area. Directions (directions, instructions, orders) and assertions (advice, opinions, etc.) were the kinds of information received most frequently by these employees. Directions were received by both listening and reading, and assertions were received most frequently by listening.

Kinds of Communications Employees Receive (Figures 77, 78, Tables 77, 78) Directions (directions, instructions, orders) and assertions (advice, opinions, etc.) were the kinds of information received most frequently by these employees. Directions were received by both listening and reading and assertions were received most frequently by listening.

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

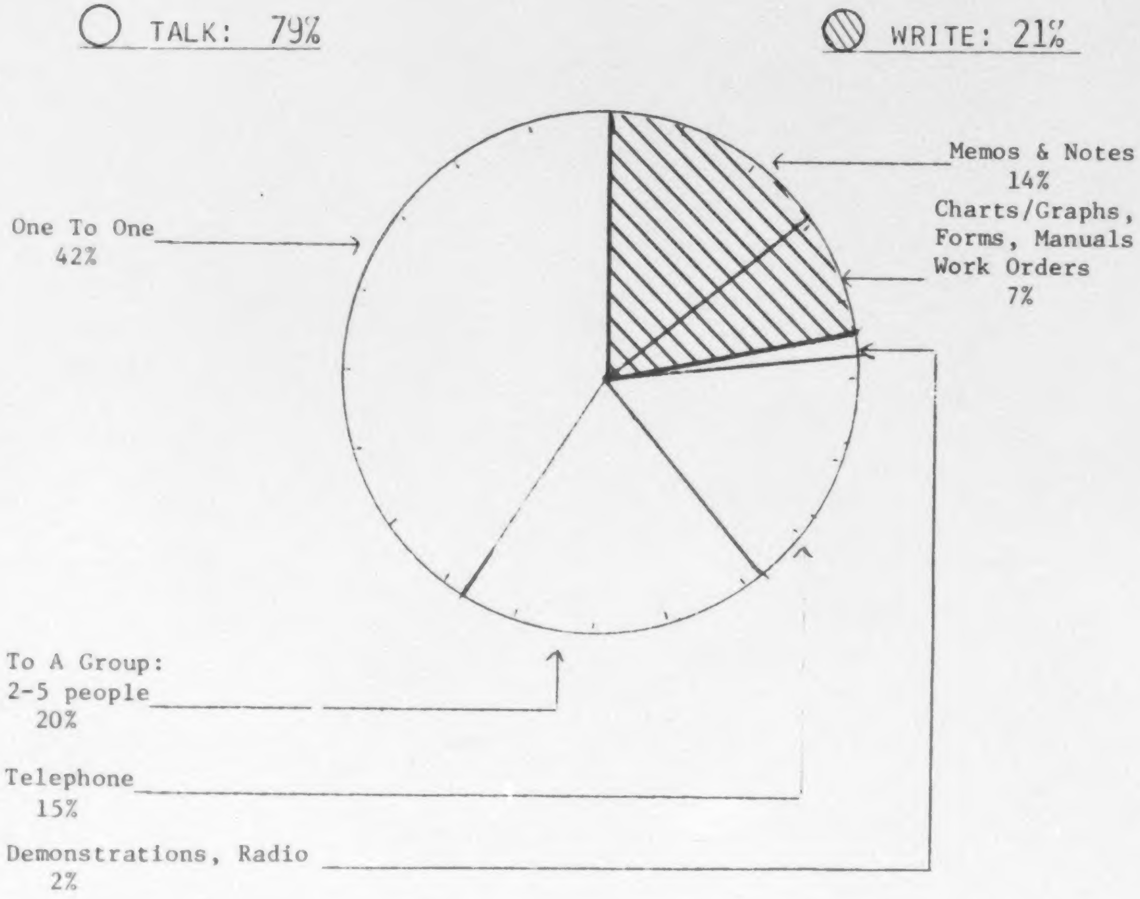


Figure 73

TRADE AND INDUSTRIAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE
TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES SEND COMMUNICATIONS

TALK:	72%
ONE TO ONE	37%
TELEPHONE	16%
TO A GROUP: 2-5 PEOPLE	11%
DEMONSTRATIONS, RADIO	8%

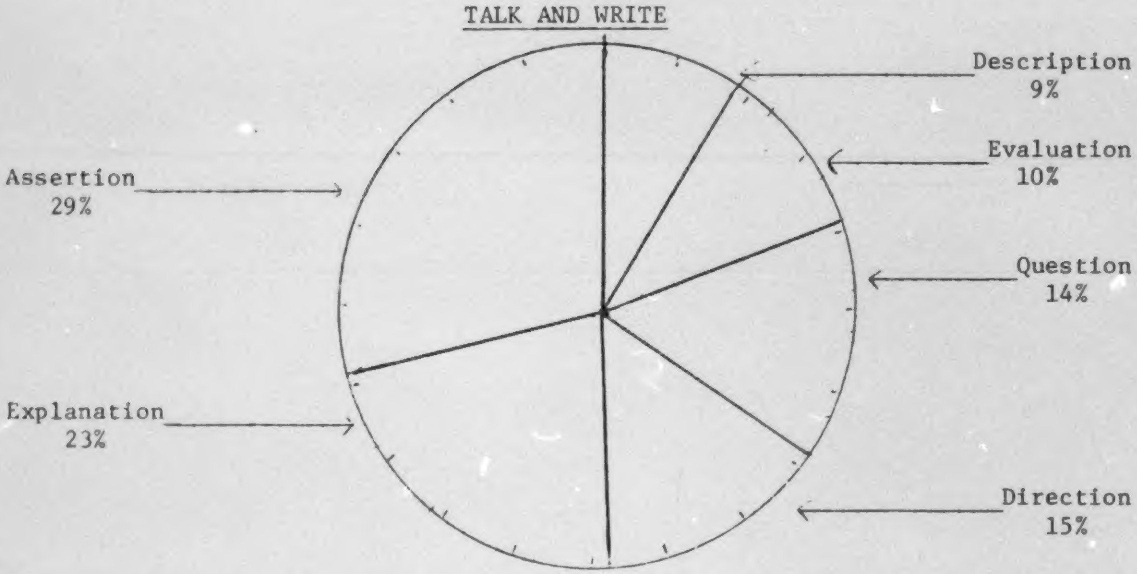
WRITE:	28%
MEMOS & NOTES	19%
CHARTS/GRAPHS, FORMS MANAULS, WORK ORDERS	6%
LETTERS & REPORTS	3%

Table 73

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 74

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK AND WRITE	
ASSERTION	35%
QUESTION	20%
DIRECTION	19%
EXPLANATION . . .	12%
DESCRIPTION . . .	10%
EVALUATION . . .	4%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

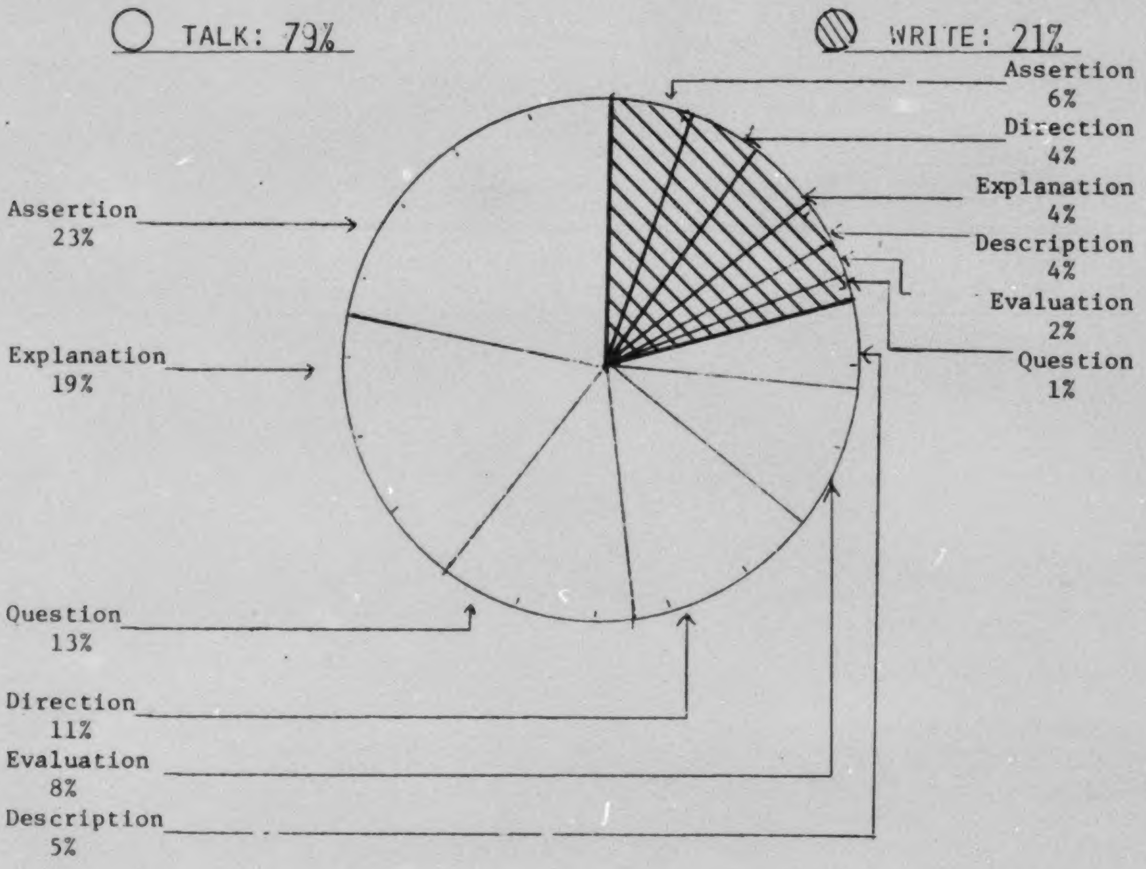
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 74

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 75

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES SEND IN COMMUNICATIONS

TALK: 72%		WRITE: 28%	
ASSERTION	27%	ASSERTION	8%
QUESTION	17%	DIRECTION	8%
DIRECTION	11%	EXPLANATION	4%
EXPLANATION	8%	DESCRIPTION	4%
DESCRIPTION	6%	QUESTION	3%
EVALUATION	3%	EVALUATION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 75

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATION

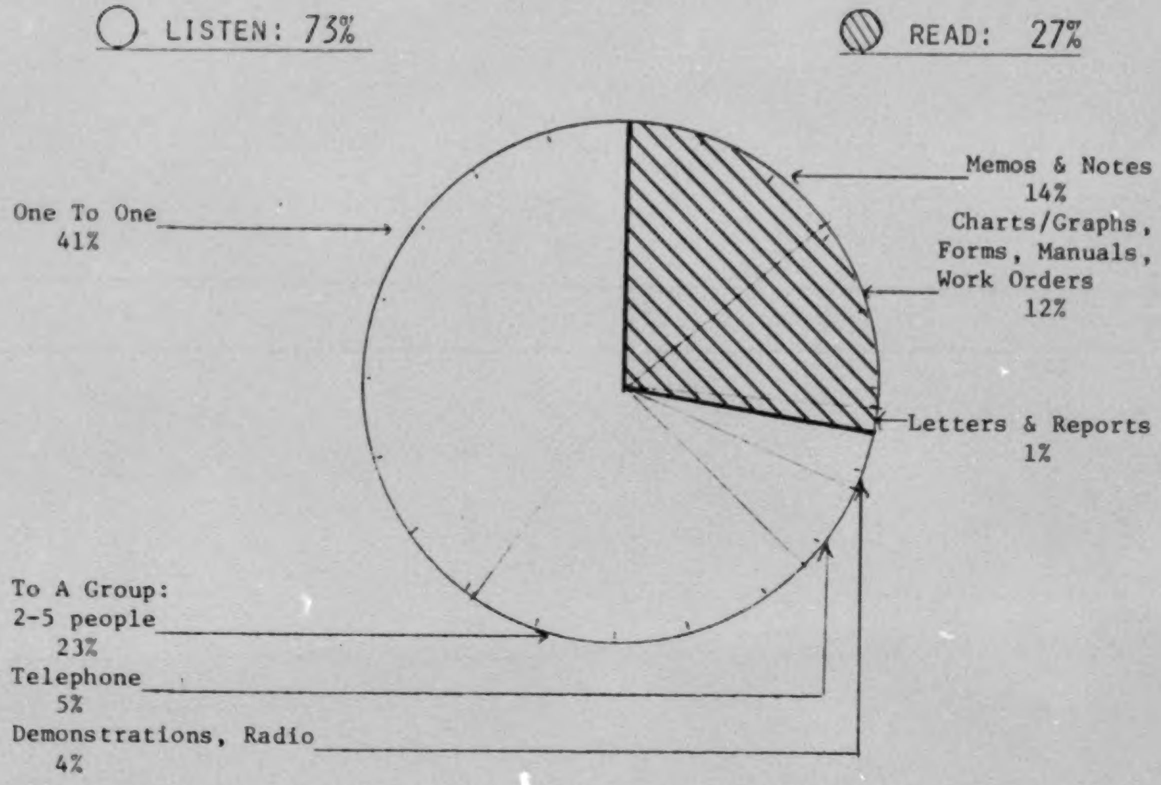


Figure 76

TRADE AND INDUSTRIAL OCCUPATIONS

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

WAYS EMPLOYEES RECEIVE COMMUNICATIONS

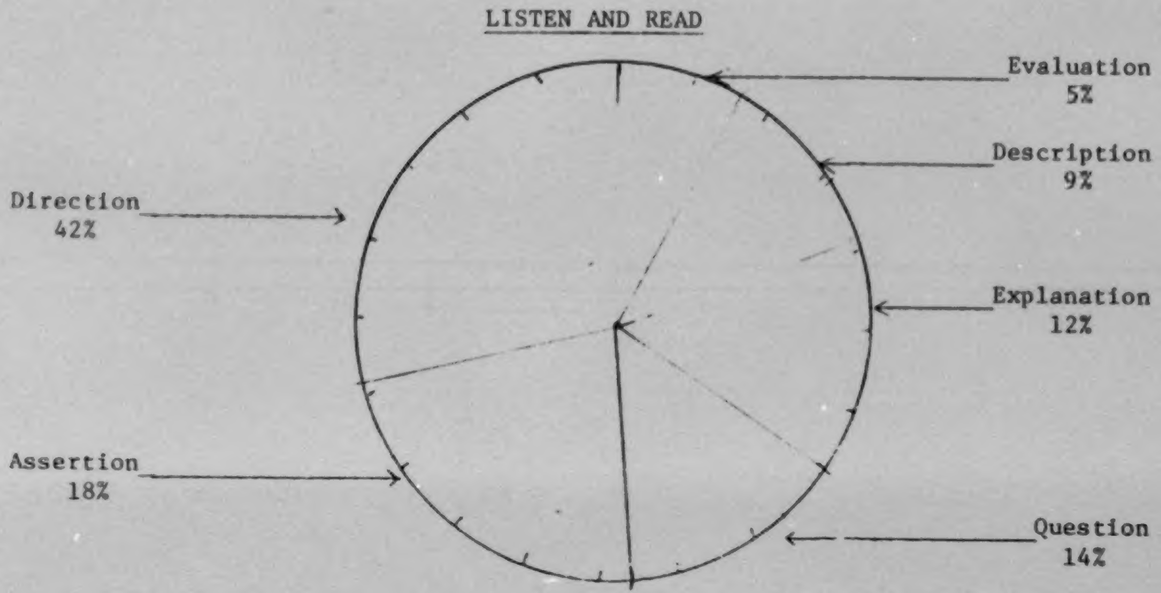
LISTEN: 65%		READ: 35%	
ONE TO ONE	34%	MEMOS & NOTES	18%
TELEPHONE	13%	CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	16%
TO A GROUP: 2-5 PEOPLE	9%	LETTERS & REPORTS	1%
DEMONSTRATIONS, RADIO	9%		

Table 76

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 77

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

LISTEN AND READ

DIRECTION	35%
ASSERTION	26%
QUESTION	15%
EXPLANATION	9%
DESCRIPTION	8%
EVALUATION	7%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 77

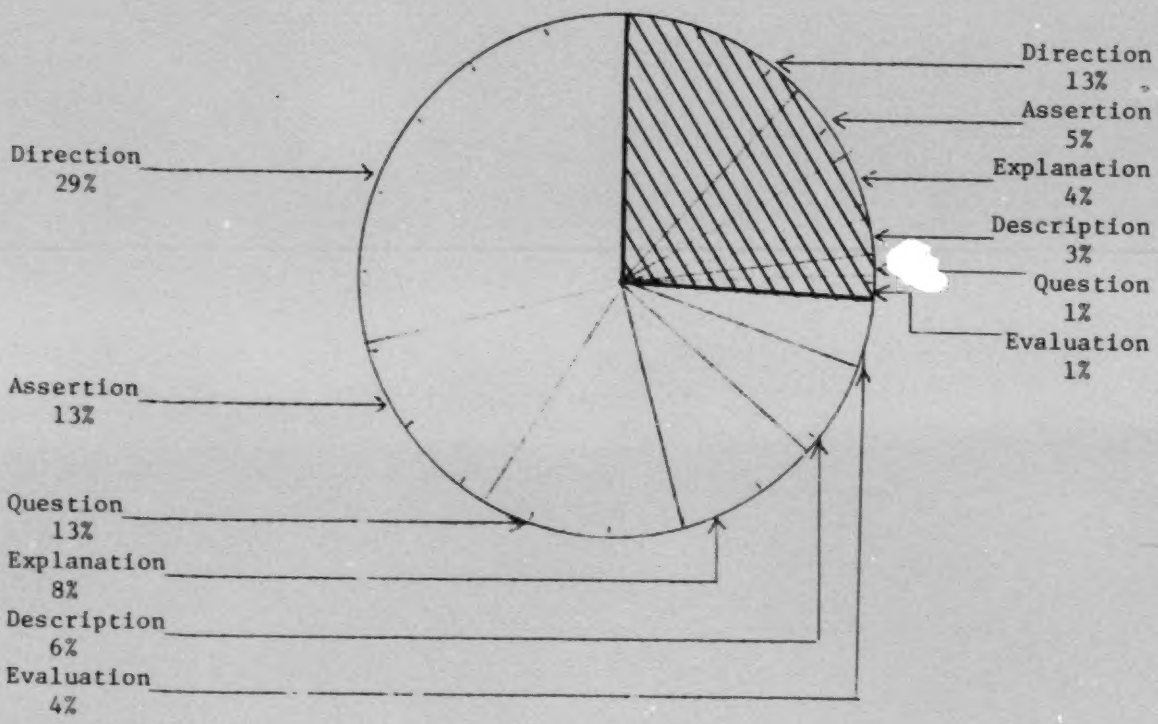
TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO EMPLOYEE QUESTIONNAIRE

THE KINDS OF INFORMATION EMPLOYEES RECEIVE IN COMMUNICATIONS

○ LISTEN: 73%

▨ READ: 27%



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 78

ADVISORY GROUP EMPLOYEE RESPONSE TO CONDENSED EMPLOYEE QUESTIONNAIRE

LISTEN: 65%		READ: 35%	
DIRECTION	20%	DIRECTION	15%
ASSERTION	18%	ASSERTION	8%
QUESTION	12%	QUESTION	3%
EXPLANATION	6%	EXPLANATION	3%
DESCRIPTION	5%	EVALUATION	3%
EVALUATION	4%	DESCRIPTION	3%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 78

Individual Supervisors Responding to the Occupational Communications Skills Questionnaire
(Appendix B)

Occupational Clusters	Job Categories
Automotive	Service manager
Carpentry	Carpenter foreman
Food preparation	Chef
Law enforcement	Police sergeant
Metal trades	Foreman
Transportation	City dispatcher
Welding	Vice president

Advisory Group Supervisors Responding to the Condensed Occupational Communications Skills Questionnaire
(Appendix D)

Occupational Clusters	Job Categories
Automotive	Service manager, owner, Parts manager, Shop foreman
Carpentry	Leadman, Foreman, Owner
Food preparation	Chef
Law enforcement	Chief of police, Sergeant, Training staff, Chief security officer
Metal trades	Foreman, Machine shop foreman
Transportation	General manager, Vice president, Owner, Traffice manager, Supervisor, Sales manager
Welding	General foreman, Superintendent

Analysis of Questionnaire Responses

Ways Supervisors Send Communications (Figure 79, Table 79) Supervisors from the Trade and Industrial occupations who answered the questionnaires gave information most frequently by talking. Talking to one person face-to-face was the most frequent way of giving information, with the telephone used next most frequently. When writing is used to give information, these supervisors used memos and notes more frequently than any other form of written communication. The supervisory individuals and the advisory groups in Trade and Industry verified each other as to the ways communications took place. Nearly half of the written communications sent by Trade and Industrial supervisors in the advisory group were memos and notes. Work orders were used more by Trade and Industrial supervisors than by those in any other field.

Kinds of Communications Sent by Supervisors, Tables 80, 81, Figures 80, 81) Assertions (advice, opinions, etc.) and directions (directions, instructions, orders) were the kinds of information given most frequently by these supervisors. This information was given both by talking and writing.

Ways Supervisors Receive Communications (Figure 82, Table 82) Supervisors answering both questionnaires received information most frequently by listening. Listening to one person face-to-face was the most frequent way of receiving information, with the telephone the next most frequent way. When reading is used to receive information, these supervisors read memos and notes more frequently than any other written communications

Kinds of Information Supervisors Receive in Communications (Figures 83, 84, Tables 83, 84) Assertions (advice, opinions, etc.) directions, instructions, orders) and questions were the kinds of information received most frequently by these supervisors. Supervisors answering the detailed questionnaire received this information by both listening and reading, with listening being only slightly dominant. Supervisors answering the condensed questionnaire received this information most frequently by listening.

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

○ TALK: 75%

▨ WRITE: 25%

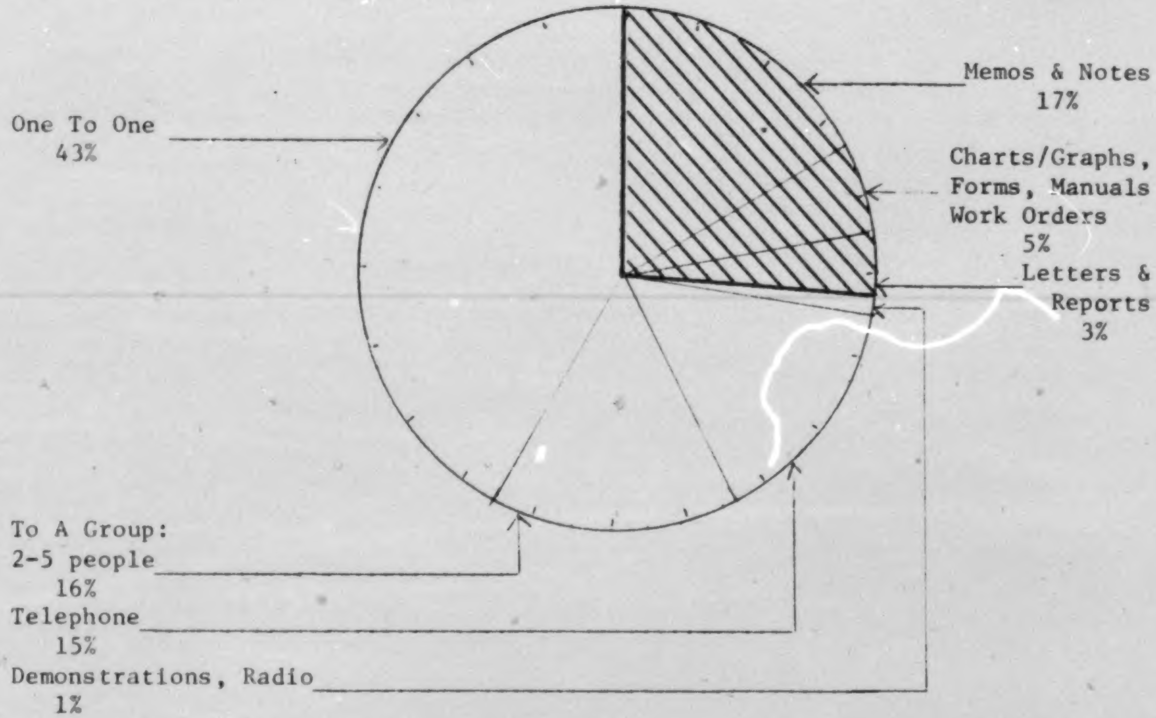


Figure 79

TRADE AND INDUSTRIAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS SEND COMMUNICATIONS

TALK:	66%
ONE TO ONE	34%
TELEPHONE	18%
TO A GROUP: 2-5 PEOPLE	11%
DEMONSTRATIONS, RADIO	3%

WRITE:	43%
MEMOS AND NOTES	16%
CHARTS/GRAPHS, FORMS, MANUALS, WORK ORDERS	12%
LETTERS & REPORTS	6%

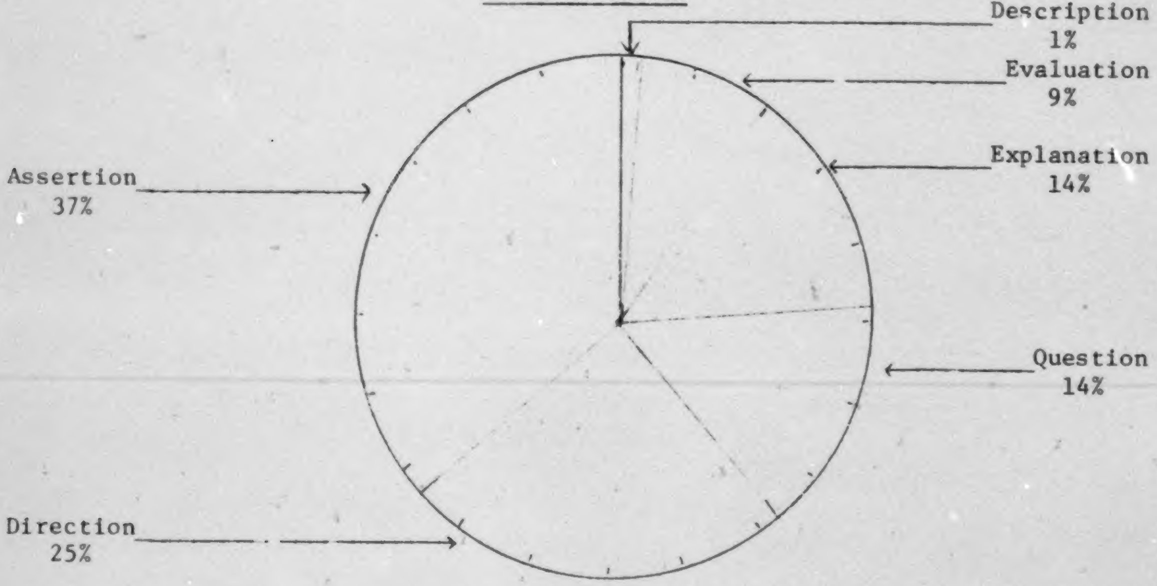
Table 79

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK AND WRITE



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.
Direction: direct, instruct, order.
Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 80

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

	TALK AND WRITE
ASSERTION	32%
DIRECTION	22%
EXPLANATION	18%
QUESTION	15%
DESCRIPTION	7%
EVALUATION	6%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

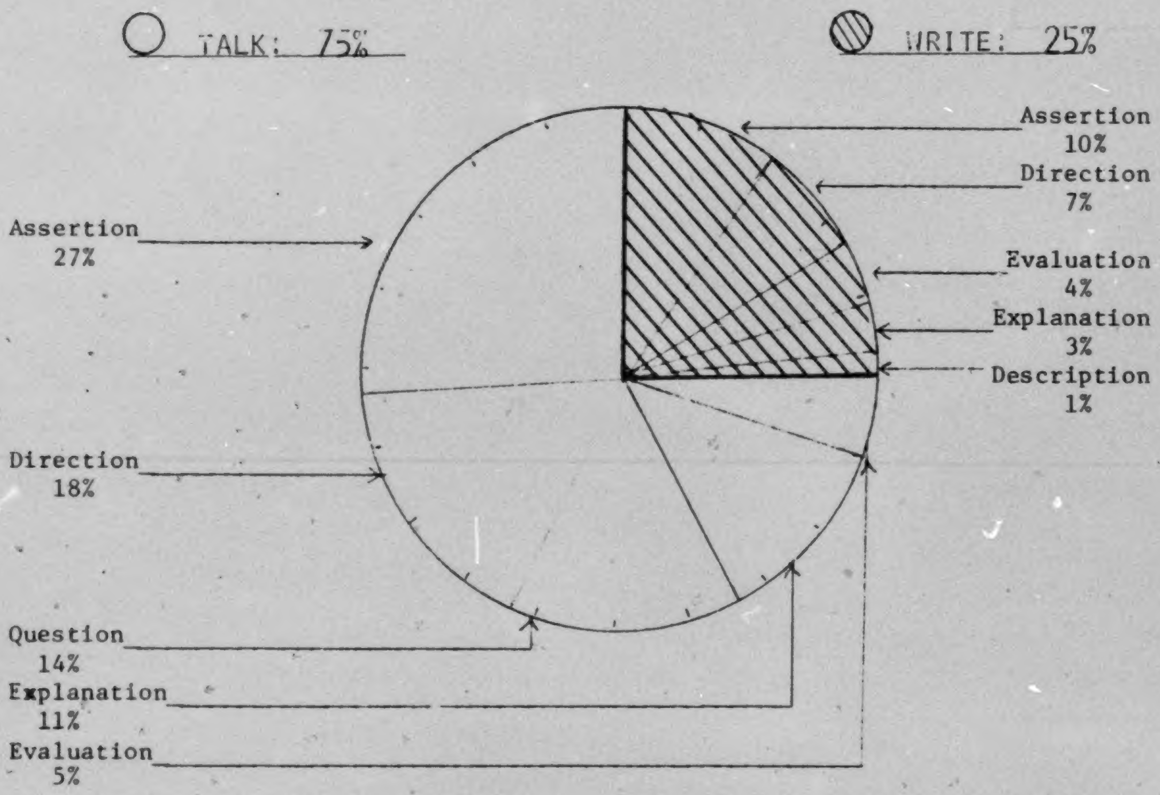
EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 80

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 81

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS SEND IN COMMUNICATIONS

TALK: 66%		WRITE: 34%	
ASSERTION	21%	ASSERTION	11%
DIRECTION	13%	DIRECTION	9%
QUESTION	12%	EXPLANATION	8%
EXPLANATION	10%	QUESTION	3%
DESCRIPTION	5%	DESCRIPTION	2%
EVALUATION	5%	EVALUATION	1%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 81

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATION

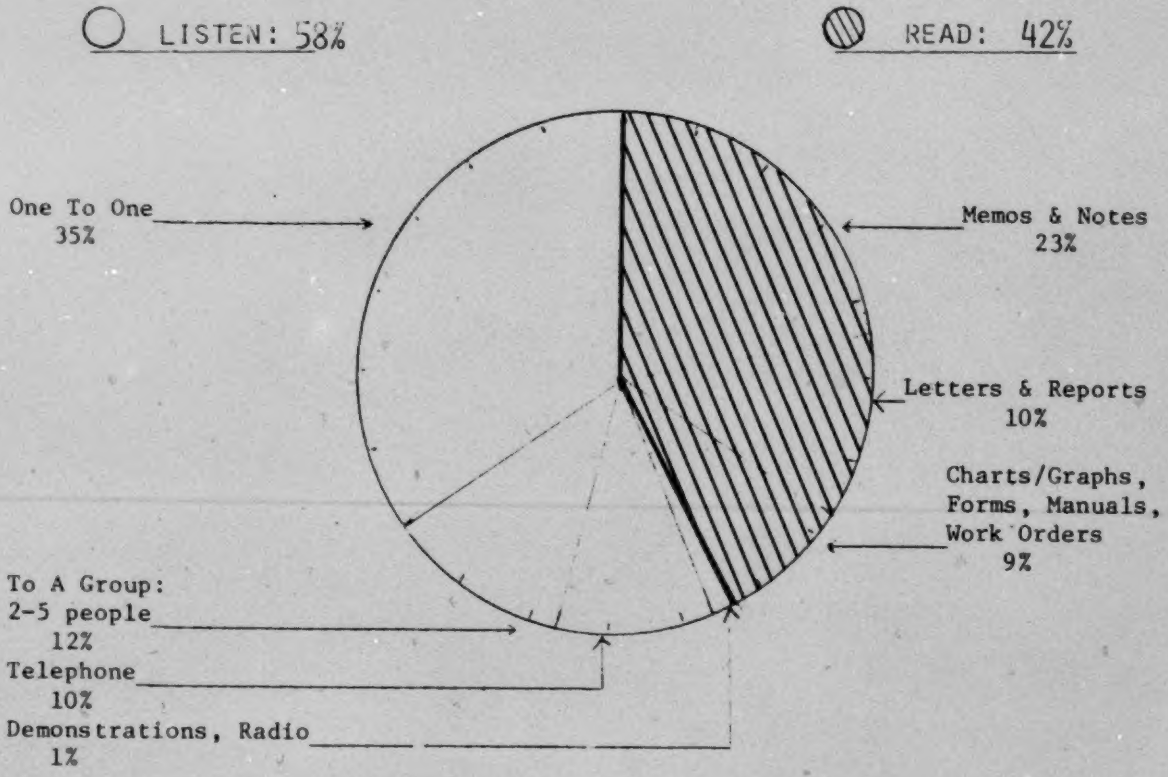


Figure 82

TRADE AND INDUSTRIAL OCCUPATIONS

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

WAYS SUPERVISORS RECEIVE COMMUNICATIONS

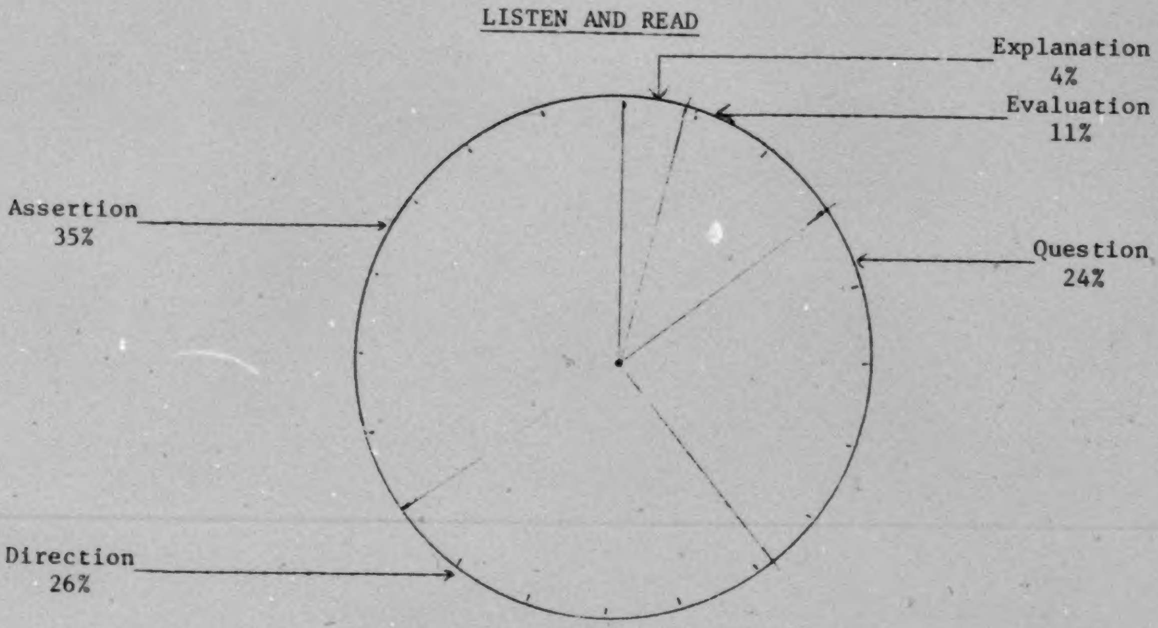
LISTEN:	67%	READ:	33%
ONE TO ONE	35%	MEMOS & NOTES	17%
TELEPHONE	19%	LETTERS & REPORTS	8%
TO A GROUP: 2-5 PEOPLE	10%	CHARTS/GRAPHS, FORMS MANUALS, WORK ORDERS	8%
DEMONSTRATIONS, RADIO	3%		

Table 82

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 83

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

LISTEN AND READ

ASSERTION	28%
QUESTION	23%
DIRECTION	21%
EXPLANATION	13%
EVALUATION	9%
DESCRIPTION	6%

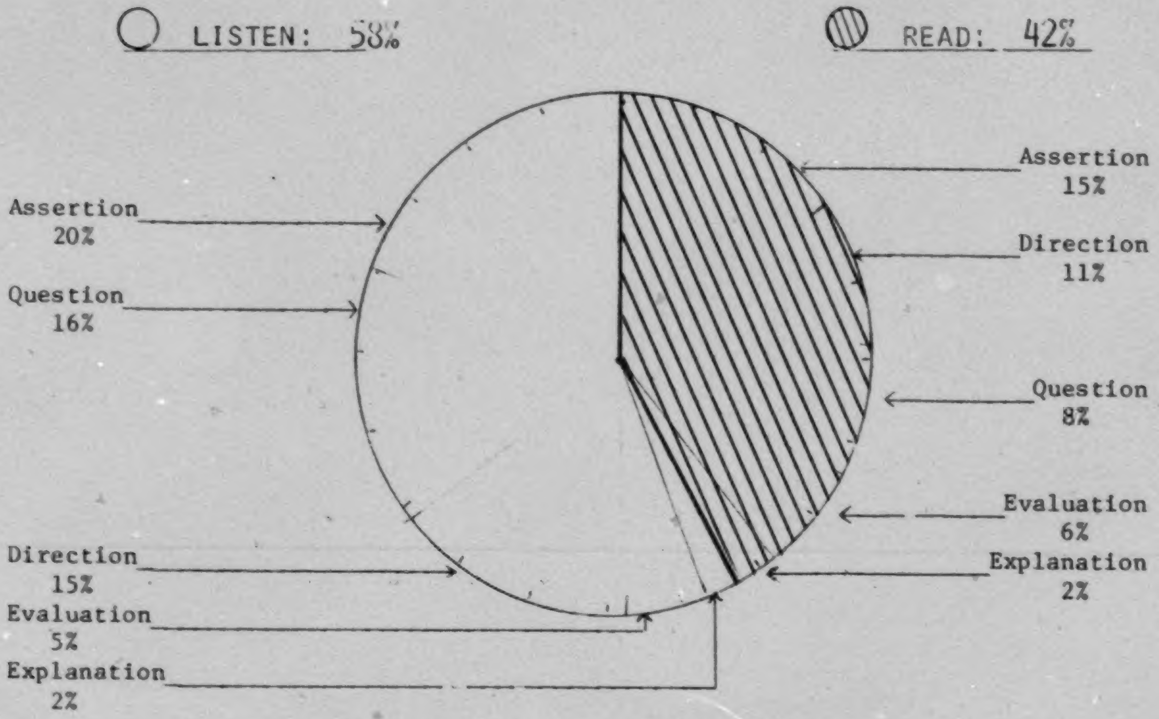
ASSERTION:	ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.
DIRECTION:	DIRECT, INSTRUCT, ORDER.
EVALUATION:	ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 83

TRADE AND INDUSTRIAL OCCUPATIONS

INDIVIDUAL RESPONSE TO SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS



Assertion: advise, opinion, propose, recommend, sell, persuade, suggest.

Direction: direct, instruct, order.

Evaluation: assure, appreciate, compliment, correct, scold, reprimand.

Figure 84

ADVISORY GROUP SUPERVISOR RESPONSE TO CONDENSED SUPERVISOR QUESTIONNAIRE

THE KINDS OF INFORMATION SUPERVISORS RECEIVE IN COMMUNICATIONS

LISTEN:	67%	READ:	33%
ASSERTION	20%	ASSERTION	9%
QUESTION	18%	DIRECTION	8%
DIRECTION	12%	QUESTION	6%
EXPLANATION	9%	EXPLANATION	4%
EVALUATION	5%	EVALUATION	4%
DESCRIPTION	3%	DESCRIPTION	2%

ASSERTION: ADVISE, OPINION, PERSUADE, RECOMMEND, SELL, PROPOSE, SUGGEST.

DIRECTION: DIRECT, INSTRUCT, ORDER.

EVALUATION: ASSURE, APPRECIATE, COMPLIMENT, CORRECT, SCOLD, REPRIMAND.

Table 84

CHAPTER IX

MINI-QUESTIONNAIRE

The Mini-questionnaire (Appendix E) consists of information received from:

1. entry level employees who responded to the Employees Questionnaire (Appendix A);
2. supervisors who responded to the Supervisors Questionnaire (Appendix B);
3. advisory committee members who responded to the Condensed Questionnaire (Appendices C and D).

Tables 86-112 represent the employees' and supervisors' summary of:

1. the three most frequent ways of communicating;
2. the three most effective ways of communicating;
3. the three ways of communicating that need to be better taught to employees;
4. the three ways of communicating that need to be better taught to supervisors.

Analysis of Mini-Questionnaire Responses

Most Frequently Used Communications/Most Effectively Used Communications

Employees and supervisors from all seven fields indicated that talking and listening one-to-one was their most frequent way of communicating.

The respondents from all but one of the seven fields indicated that talking and listening one-to-one was the most effective way of communicating. Respondents from the Business and Office Occupations, the exception, indicated that they believed memos and notes to be the most effective way of communicating.

Employees and supervisors from four of the seven fields (with variations between employees and supervisors within a field) selected the telephone and memos and notes as the next most frequently used ways of communicating.

Employees and supervisors from five of the seven fields (with variations between employees and supervisors within a field) selected the telephone and memos and notes as the next most effective way of communicating.

In general, the ways of communicating that should be better taught to employees are ranked as follows:

Responses from Employees		Responses from Supervisors	
First:	One-to-one	First:	One-to-one
Second:	Charts & Graphs	Second:	Letters & Reports

In general, the ways of communicating that should be better taught to supervisors are ranked as follows:

Responses from Employees		Responses from Supervisors	
First:	One-to-one	First:	One-to-one
Second:	Demonstration/Radio	Second:	Letters & Reports

AGRICULTURAL OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	35%	38%
Memos & Notes	20%	17%
Telephone	14%	16%
To A Group: 2-5 People	14%	7%
Demonstrations, Radio	8%	12%
Charts/Graphs, Forms, Manuals, Work Orders	6%	7%
Letters & Reports	3%	3%

Table 85

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	28%	26%
Charts/Graphs, Forms, Manuals, Work Orders	22%	14%
Demonstrations, Radio	16%	11%
To A Group: 2-5 People	14%	10%
Memos & Notes	8%	14%
Telephone	6%	8%
Letters & Reports	6%	17%

Table 86

AGRICULTURAL OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	32%	36%
Telephone	20%	15%
To A Group: 2-5 People	14%	11%
Demonstrations, Radio	14%	14%
Memos & Notes	14%	14%
Charts/Graphs, Forms, Manuals, Work Orders	4%	3%
Letters & Reports	2%	7%

Table 87

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employees Response
One to One	27%	31%
Letters & Reports	19%	10%
To A Group: 2-5 People	15%	19%
Memos & Notes	13%	13%
Demonstrations, Radio	11%	15%
Charts/Graphs, Forms, Manuals, Work Orders	10%	10%
Telephone	5%	2%

Table 88

BUSINESS AND OFFICE OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	35%	31%
Memos & Notes	24%	32%
Telephone	17%	23%
Letters & Reports	10%	5%
Charts/Graphs, Forms, Manuals, Work Orders	9%	5%
To A Group: 2-5 People	3%	2%
Demonstrations, Radio	2%	2%

Table 89

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	29%	26%
Letters & Reports	27%	29%
Telephone	22%	16%
Memos & Notes	12%	19%
Charts/Graphs, Forms, Manuals, Work Orders	8%	2%
To A Group: 2-5 People	2%	6%
Demonstrations, Radio	0%	2%

Table 90

BUSINESS AND OFFICE OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	32%	32%
Memos & Notes	30%	33%
Telephone	22%	17%
Letters & Reports	11%	13%
To A Group: 2-5 People	4%	3%
Charts/Graphs, Forms, Manuals, Work Orders	1%	1%
Demonstrations, Radio	0%	1%

Table 91

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employees Response
One to One	37%	31%
Letters & Reports	24%	27%
Memos & Notes	22%	12%
To A Group: 2-5 People	9%	10%
Telephone	6%	10%
Demonstrations, Radio	2%	2%
Charts/Graphs, Forms, Manuals, Work Orders	0%	8%

Table 92

DISTRIBUTION & MARKETING OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	34%	33%
Telephone	20%	19%
Memos & Notes	16%	16%
Demonstrations, Radio	12%	11%
Charts/Graphs, Forms, Manuals, Work Orders	9%	5%
To A Group: 2-5 People	7%	9%
Letters & Reports	2%	7%

Table 93

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	25%	30%
Charts/Graphs, Forms, Manuals, Work Orders	18%	8%
To A Group: 2-5 People	17%	8%
Demonstrations, Radio	17%	17%
Telephone	13%	15%
Memos & Notes	5%	12%
Letters & Reports	5%	10%

Table 94

DISTRIBUTION & MARKETING OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	35%	33%
Memos & Notes	23%	19%
Telephone	15%	14%
Demonstrations, Radio	11%	13%
To A Group: 2-5 People	8%	12%
Letters & Reports	7%	8%
Charts/Graphs, Forms, Manuals, Work Orders	1%	1%

Table 95

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employee Response
One to One	26%	27%
Letters & Reports	19%	8%
To A Group: 2-5 People	17%	21%
Demonstrations, Radio	14%	14%
Memos & Notes	11%	5%
Charts/Graphs, Forms, Manuals, Work Orders	8%	17%
Telephone	5%	8%

Table 96

HEALTH OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	32%	33%
Telephone	20%	20%
Demonstrations, Radio	12%	11%
To A Group: 2-5 People	10%	7%
Memos & Notes	10%	14%
Charts/Graphs, Forms, Manuals, Work Orders	10%	6%
Letters & Reports	6%	9%

Table 97

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	27%	26%
Telephone	23%	24%
Letters & Reports	19%	15%
Demonstrations, Radio	13%	12%
Charts/Graphs, Forms, Manuals, Work Orders	10%	6%
Memos & Notes	4%	7%
To A Group: 2-5 People	4%	10%

Table 98

HEALTH OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	36%	37%
Telephone	26%	24%
Memos & Notes	11%	11%
Letters & Reports	11%	8%
To A Group: 2-5 People	9%	11%
Demonstrations, Radio	7%	9%
Charts/Graphs, Forms, Manuals, Work Orders	0%	0%

Table 99

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employees Response
One to One	32%	33%
Telephone	22%	8%
Letters & Reports	18%	18%
To A Group: 2-5 People	11%	8%
Demonstrations, Radio	8%	14%
Charts/Graphs, Forms, Manuals, Work Orders	6%	16%
Memos & Notes	3%	3%

Table 100

HOME AND FAMILY LIFE OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	37%	36%
To A Group: 2-5 People	17%	14%
Telephone	17%	19%
Letters & Reports	14%	12%
Memos & Notes	7%	10%
Demonstrations, Radio	4%	2%
Charts/Graphs, Forms, Manuals, Work Orders	4%	7%

Table 101

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	36%	19%
Letters & Reports	30%	19%
Charts/Graphs, Forms, Manuals, Work Orders	12%	14%
To A Group: 2-5 People	10%	19%
Telephone	8%	10%
Memos & Notes	6%	14%
Demonstrations, Radio	0%	5%

Table 102

HOME AND FAMILY LIFE OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	36%	33%
Telephone	20%	19%
Memos & Notes	18%	18%
To A Group: 2-5 People	14%	19%
Letters & Reports	8%	6%
Charts/Graphs, Forms, Manuals, Work Orders	4%	5%
Demonstrations, Radio	0%	0%

Table 103

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employees Response
One to One	27%	31%
To A Group: 2-5 People	27%	14%
Letters & Reports	20%	20%
Telephone	8%	0%
Demonstrations, Radio	8%	17%
Memos & Notes	5%	6%
Charts/Graphs, Forms, Manuals, Work Orders	5%	12%

Table 104

TECHNICAL OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	33%	35%
Memos & Notes	16%	16%
To A Group: 2-5 People	14%	10%
Charts/Graphs, Forms, Manuals, Work Orders	14%	12%
Telephone	13%	10%
Demonstrations, Radio	8%	15%
Letters & Reports	2%	2%

Table 105

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	30%	36%
To A Group: 2-5 People	17%	9%
Demonstrations, Radio	17%	7%
Charts/Graphs, Forms, Manuals, Work Orders	14%	14%
Telephone	8%	15%
Letters & Reports	8%	10%
Memos & Notes	6%	9%

Table 106

TECHNICAL OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	33%	33%
Memos & Notes	22%	31%
Telephone	20%	17%
To A Group: 2-5 People	13%	15%
Charts/Graphs, Forms, Manuals, Work Orders	7%	0%
Demonstrations, Radio	4%	4%
Letters & Reports	1%	0%

Table 107

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employees Response
One to One	26%	25%
Memos & Notes	20%	12%
Letters & Reports	16%	4%
To A Group: 2-5 People	14%	18%
Charts/Graphs, Forms Manuals, Work Orders	10%	17%
Telephone	7%	2%
Demonstrations, Radio	7%	22%

Table 108

TRADE AND INDUSTRIAL OCCUPATIONS

MINI QUESTIONNAIRE

EMPLOYEES RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	32%	34%
Charts/Graphs, Forms, Manuals, Work Orders	18%	16%
Memos & Notes	17%	16%
Telephone	13%	11%
To A Group: 2-5 People	9%	11%
Demonstrations, Radio	6%	9%
Letters & Reports	5%	3%

Table 109

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO EMPLOYEES

	Employees Response	Supervisors Response
One to One	28%	24%
Charts/Graphs, Forms, Manuals, Work Orders	21%	18%
To A Group: 2-5 People	14%	10%
Memos & Notes	11%	7%
Letters & Reports	10%	17%
Demonstrations, Radio	10%	15%
Telephone	6%	9%

Table 110

TRADE AND INDUSTRIAL OCCUPATIONS

MINI QUESTIONNAIRE

SUPERVISORS RESPONSE TO:	Most Frequently Used Communications	Most Effectively Used Communications
One to One	32%	32%
Telephone	17%	15%
To A Group: 2-5 People	16%	13%
Memos & Notes	12%	13%
Charts/Graphs, Forms, Manuals, Work Orders	10%	9%
Demonstrations, Radio	7%	10%
Letters & Reports	6%	8%

Table 111

COMMUNICATIONS THAT SHOULD BE BETTER TAUGHT TO SUPERVISORS

	Supervisors Response	Employees Response
One to One	22%	28%
Letters & Reports	20%	10%
Demonstrations, Radio	18%	12%
Charts/Graphs, Forms, Manuals, Work Orders	13%	16%
To A Group: 2-5 People	12%	15%
Telephone	8%	3%
Memos & Notes	7%	16%

Table 112

CHAPTER X

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSIONS

An examination of the figures and tables, and the narrative introducing each section, shows that in spite of differences in responses between individuals and advisory groups in a given field, and in spite of differences between fields, there is a commonality to the responses. All employees reported relying heavily on oral communications for both sending and receiving communications. In six (Agriculture, Distributive and Marketing, Health, Home and Family Life, Technical, and Trade and Industry) of seven occupational fields surveyed, the spoken word was the predominant choice as a means of communicating. When writing was used as the means of communication, it tended to be informal.

In the Business and Office occupations, the responses varied. Advisory group employees indicated that talking (58% of their responses) was the most frequent way of sending communications. When responses from individual employees in the field were analyzed, they reported that they talked and listened slightly less than they wrote and read; supervisors reported reading more than listening. Respondents from one job cluster (junior accountant) in the Business and Office occupations indicated the use of oral communications in only about one-third of their responses. In the same field, clerk-typists indicated that they talk and listen considerably more than they write and read.

Employees selected talking to one person face-to-face as the most frequent way of sending communications (33% or more of their responses in each of five fields: Agriculture, Health, Home and Family Life, Technical, Trade and Industry) and employees indicated receiving information by listening to one person face-to-face (29% or more of their responses in all of the seven fields). The same pattern prevailed among supervisors. Only in the field of Business and Office did the supervisor responses fall below 50% in the use of one-to-one oral communications.

The figures and tables show that even when writing choices dominated talking choices, the way of communicating most used was talking with one person face-to-face.

In Distributive and Marketing occupations, training in one-to-one communications takes place during the instruction given for sales work. Little beyond this training, however, was found in the way of a formal curriculum for oral communications.

While it is possible that there are courses being offered in secondary and post-secondary schools that are designed to teach effective ways of asking for and giving advice, expressing and reacting to opinions, giving and responding to directions; they were not discovered during the investigations related to this project. There are few formal programs being presented that deal explicitly with one-to-one kinds of oral communications. For example, the investigators were unable to find curricula designed to teach a food processing warehouse foreman how to direct a fork lift operator to place a pallet of canned food in a specific place in a warehouse or to teach the fork lift operator how to ask questions when he wasn't absolutely sure that he clearly understood the directions. No course was found with the objective of teaching the executive or administrator how to explain a format to a secretary so that the finished product would be as visualized by the person requesting it.

Even with the concentration on communications of those involved in this project there were occasions when, due to lack of training in oral communications on the part of those giving directions, lack of understanding occurred and difficulties in one-to-one communication ensued.

In order to emphasize the importance of oral communications as reported by both individual and advisory group respondents in all fields surveyed, charts were prepared (Figures 85-88). As noted in the narrative, only Business and Office employees used oral communications less frequently than written communications, and even in this field the clerk-typist and the recordkeeper reported most communications as being oral (over 50% of their responses) and the secretary reported only communications with customers as being done more through writing than through talking.

The charts show that the supervisor advisory groups in all fields report that when they communicate on the job, they talk more than they write. However, both the Business and Office and the Technical individual respondents reported reading as the predominant means of receiving communications (52% and 53%, respectively). Figures 89-92 depict the extent of one-to-one, face-to-face, communications in all fields. In all cases the percentages used are the percentages of all ways of communicating reported being used. Wide variations between fields appear on the charts illustrating the individuals responses to the detailed questionnaire. The range is from a low of 22% in the listening mode (reported by individual supervisors in the Business and Office field) to a high of 59% in the listening mode (reported by individual employees in the Health field.) Individual employees in the Health field reported talking and listening as constituting most of their communications (over 50% of both their communications sent and their communications received).

The charts reporting the responses of the advisory groups show a greater consistency among fields. The analysis of responses collected from advisory group employees shows a range of only five percentage points in the talking mode from 32% in Business and Office to 37% in

Trade and Industrial. The analysis of responses collected from advisory group supervisors reported a range in the listening mode of from 30% in Technical to 36% in Health, and in the talking mode from 30% in Business and Office to 35% in Agriculture.

Table 113 (employee Occupational Summary) and Table 114 (supervisor Occupational Summary) illustrate the rankings of the ways of communicating within each of the seven fields. The first figure shown in each case represents the rankings from the mini-questionnaire analysis; the second figure represents the rankings from the detailed questionnaire analysis; the third figure represents rankings from the condensed questionnaire (advisory group) analysis.

ORAL COMMUNICATIONS/TOTAL FIELD

● Individuals
☐ Advisory Groups

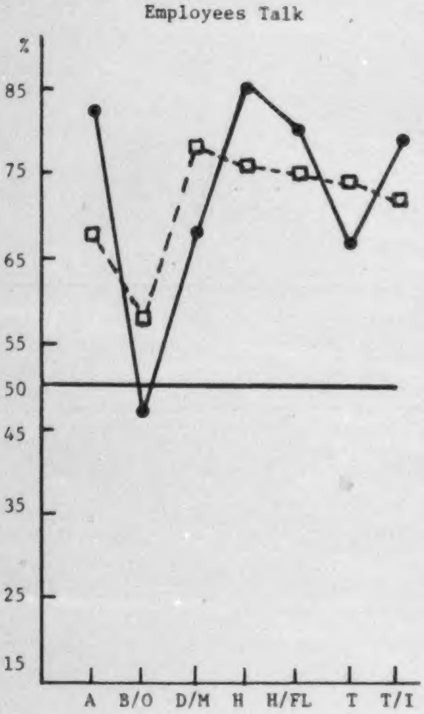


Figure 85

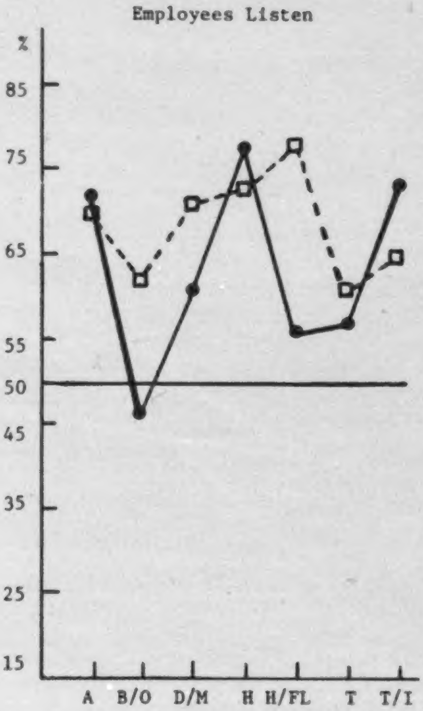


Figure 86

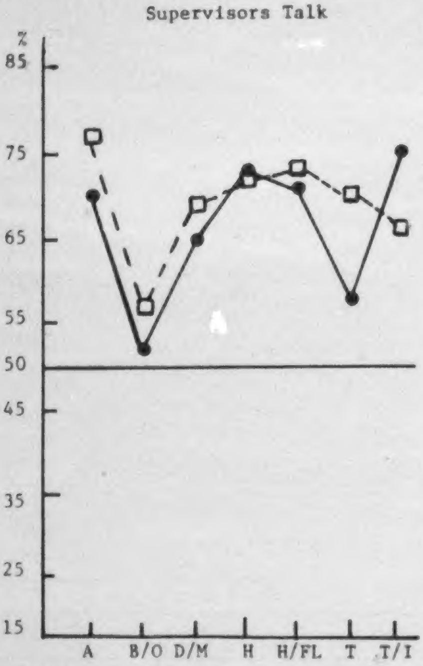


Figure 87

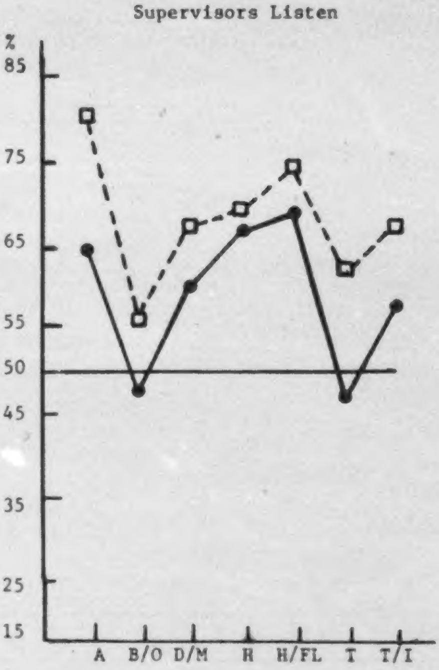


Figure 88

ORAL COMMUNICATIONS/FACE-TO-FACE

● Individuals
☐ Advisory Groups

Employees Talk

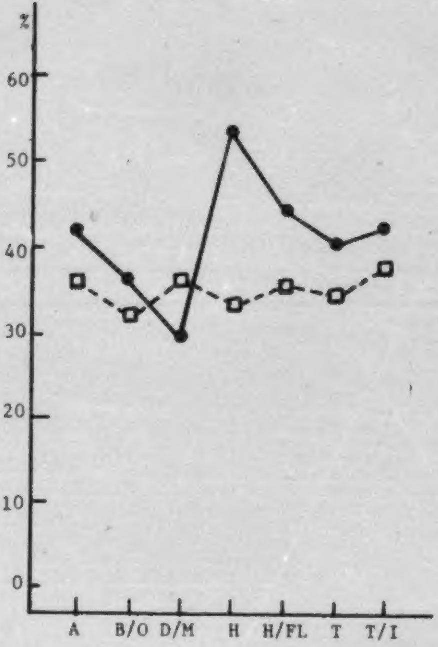


Figure 89

Employees Listen

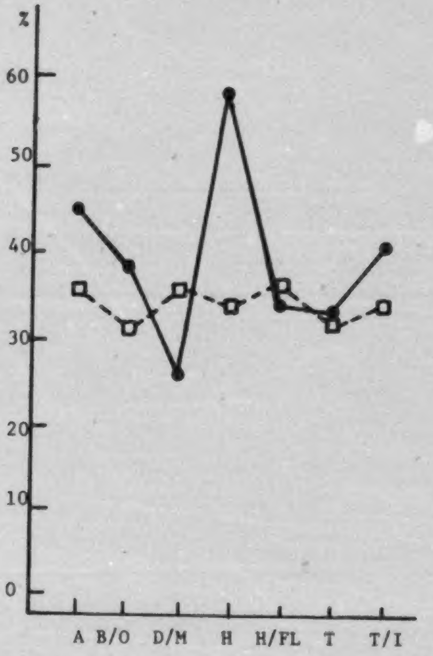


Figure 90

Supervisors Talk

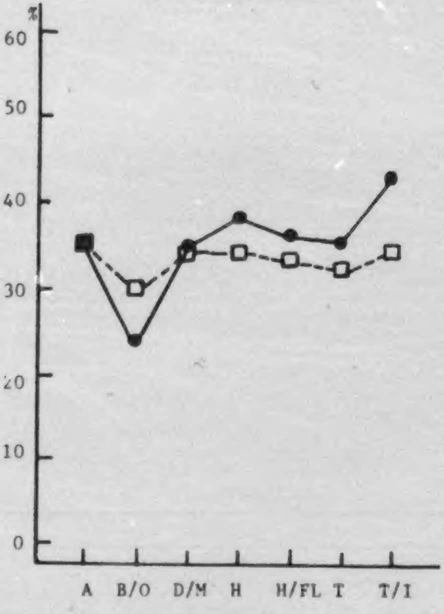


Figure 91

Supervisors Listen

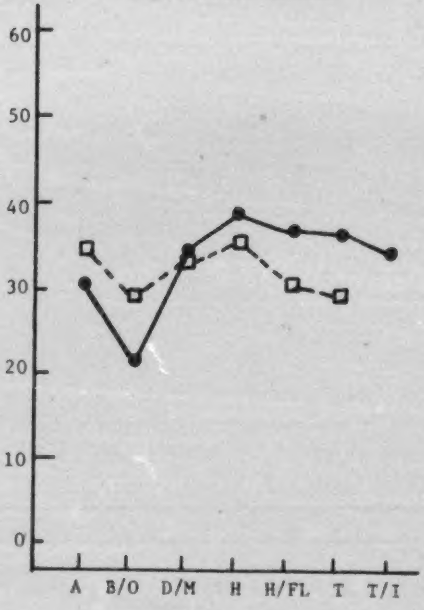


Figure 92

OCCUPATIONAL SUMMARY

WAYS OF COMMUNICATING

EMPLOYEES Responses to Questionnaires	One to One	Memos & Notes	Telephone	Group 2-5 People	Bulletins Charts Graphs Forms Work orders	Intercom Demonstration Radio	Letters Reports
AGRICULTURE							
Mini	1	2	3	3	6	5	7
Individual	1	3	5	2	3	5	5
Advisory	1	2	3	4	5	5	7
BUSINESS AND OFFICE							
Mini	1	2	3	6	5	7	4
Individual	1	2	5	7	3	6	3
Advisory	1	1	3	5	5	7	4
DISTRIBUTION & MARKETING							
Mini	1	3	2	6	5	4	7
Individual	1	2	4	2	5	7	5
Advisory	1	3	2	4	6	5	7
HEALTH							
Mini	1	4	2	4	4	3	7
Individual	1	3	3	5	6	3	6
Advisory	1	4	3	6	4	2	7
HOME AND FAMILY LIFE							
Mini	1	5	2	2	6	6	4
Individual	1	2	3	4	5	6	5
Advisory	1	4	2	3	6	6	6
TECHNICAL							
Mini	1	2	5	3	3	6	7
Individual	1	3	5	2	5	7	4
Advisory	1	2	3	6	6	5	7
TRADE AND INDUSTRY							
Mini	1	3	4	5	2	6	7
Individual	1	3	4	2	5	6	7
Advisory	1	2	4	4	4	6	7

Table 113

OCCUPATIONAL SUMMARY

WAYS OF COMMUNICATING

SUPERVISORS Responses to Questionnaires	One to One	Memos & Notes	Telephone	Group 2-5 People	Bulletins Charts Graphs Forms Work orders	Intercom Demonstration Radio	Letters Reports
AGRICULTURE							
Mini	1	5	6	4	2	3	7
Individual	1	3	4	2	6	7	5
Advisory	1	3	3	2	6	5	6
BUSINESS AND OFFICE							
Mini	1	2	3	6	5	7	4
Individual	2	1	3	4	4	7	4
Advisory	1	1	3	5	6	7	4
DISTRIBUTION & MARKETING							
Mini	1	2	4	5	2	4	6
Individual	1	4	2	3	5	7	6
Advisory	1	3	2	4	5	6	6
HEALTH							
Mini	1	6	2	6	5	4	3
Individual	1	2	3	3	5	6	7
Advisory	1	2	3	4	6	5	7
HOME AND FAMILY LIFE							
Mini	1	6	5	4	3	7	2
Individual	1	3	4	2	6	7	5
Advisory	1	3	2	4	6	7	5
TECHNICAL							
Mini	1	7	5	2	3	3	6
Individual	1	3	5	4	2	7	5
Advisory	1	3	2	4	5	6	5
TRADE AND INDUSTRY							
Mini	1	4	7	3	2	6	5
Individual	1	2	4	3	6	7	5
Advisory	1	3	2	5	4	7	6

Table 114

RECOMMENDATIONS

It was determined that Objective 3, "To determine a basic vocabulary of from 50 to 100 descriptive and discriminative words/phrases that allow effective application of the technical vocabulary in each of the occupational clusters," was beyond the capacity of accomplishment of this project. Today's technology has made manual determination of common vocabulary used in occupations obsolete. Computers, with their scanning capability of printed textual material, have provided faster, more accurate means of identifying "descriptive/discriminative words/phrases" suggested in this objective. Further, the cost of developing the kind of basic vocabulary identified in Objective (3) would be beyond the resources of this project. To do the research correctly, there would need to be individual recordings of conversations that take place on each job of each of the thirty (30) occupations studied. This would require a minimum of:

1. Thirty (30) minutes of taped conversation between the designated employee and other employees in the specific business.
2. The same amount of taped time would be required between and among:
    - a. employees and customers,
    - b. employees and supervisors,
    - c. supervisors and supervisors,
    - d. supervisors and customers,
    - e. all the multiples these imply.

This research would only collect the information. Additional time and money would be needed to transcribe these conversations and to make a detailed report.

This statement does not, in any way, imply that the objective is unimportant. To the contrary, it is because of its importance that the specific objective is considered too expensive to attempt in this project. It is urged that the objective be pursued in another project with additional and adequate resources.

The project results leave little doubt that greater emphasis needs to be placed on the teaching of oral communications related to specific occupations. It is recommended that the teaching of oral communications on a one-to-one basis, and informal written communications, be made an integral part of every vocational training program. Since no task analyses were done for the specific jobs investigated in this project, the amount of time spent in communication activities has not been determined; neither has the importance of communications, per se, to individual job performance. It must be the responsibility of the instructor, the communications specialist and/or the curriculum specialist to determine the amount and the depth of communications training needed for any particular vocational education program. The form of communication training and the degree to which that training is related to the specific job must be determined by those responsible for the training.

There is, however, clear evidence that extreme emphasis should be placed on face-to-face oral communications and informal written communications. Training for this should concentrate on the involvement of both parties in an occupational communication situation. It is of great importance that communications be between people.

The vocational instructor has the obligation to make sure that his/her students have the necessary skills in the ways people communicate: talking and listening--reading and writing. Equally important, each has the responsibility to assure that the students, regardless of level, are capable of using the skills incumbent in asking and answering questions, giving and receiving advice, complimenting and responding to compliments. The vocational student is not completely trained until he/she has the communications skills needed for success on the job.

EMPLOYEES QUESTIONNAIRE

Occupational Communications Skills Analysis

THE SEAL OF THE STATE OF WASHINGTON
1889

VOCATIONAL CURRICULUM MANAGEMENT CENTER
COORDINATING COUNCIL FOR OCCUPATIONAL EDUCATION

Max Benitz, Chairman
Arthur A. Binnie, State Director and
Executive Officer

James L. Blue, Program Director
Archie G. Breslin, Program Supervisor
Robert L. Leingang, Program Supervisor
Project #VOO73VZ

OCCUPATIONAL COMMUNICATIONS SKILLS ANALYSIS

Group ______________________________
Firm Name ___________________________
Address _____________________________
____
Phone _______________________________
How Many Employees In Firm __________
How Many Supervisors in Firm ________

Name ____________________________________
Position With Firm ______________________
No. Of Yrs. In Current Position _________
No. Of Yrs. With This Firm ______________
No. Of Yrs. With This Type Of Firm ______
Years Of Schooling ______________________
How Many Employees Do You Supervise _____

Communication is a two-way process. Communication on the job takes place when a person (the sender) gives thoughts or ideas to another person (the receiver) and when a person (the receiver) receives the thoughts or ideas of another person (the sender).

Basic communications skills involving reading, writing, and speaking have become an integral part of technical training. Daily, informal interactions that occur (1) between employee and supervisor, (2) between customer and employee, and (3) among employees illustrate these communications skills. Communications skills relevant to technical training include:

a. Giving and receiving directions, instructions, and orders,
b. Describing and defining materials, process and requirements,
c. Asking for information and services, and
d. Explaining technical processes in non-technical terms.

The following Occupational Communications Skills Analysis is an attempt to identify a basic core of communications skills that supplies support to the technical skills used by the employee and the supervisor on the job.

DEFINITION OF TERMS

The following definitions are included to help differentiate between words that have similar meanings. It may prove beneficial to read this list before you continue with the questionnaire.

Appreciation: The awareness of value or enjoyment.
Assurance: Something said or done to inspire confidence.
Compliment: Something said in admiration, praise or flattery.

Direction: Instructions for doing, operating, using, preparing.
Instruction: To communicate knowledge.
Order: A command backed by authority.

Opinion: What seems true, valid or probable to one's own mind.
Proposal: A plan or action put forth for acceptance or rejection.
Recommendation: To express approval, to suggest favorably.
Suggestion: To bring to the mind for consideration, mention as something to think over.

Policy: A general plan.
Procedure: A specific method or way of doing something.
Routine: Doing something by habit.

Bulletin: A brief, regular, official publication.
Memo: A memorandum, an informal, written communication to help one remember something or remind one to do something.
Note: A written comment, an informal, brief, written explanation or instruction.
Report: A formal, official, written presentation of facts or proceedings.

Equipment: Devices which generate power or have an effect on materials; i.e., PBX switchboards, radio transmitters, weight scales, ammeters.
Machines: Devices which are a combination of mechanical parts designed to apply force to do work on, or move materials, or to process data; i.e., drill presses, typewriters, conveyers, hoists.
Materials: Items being processed, products being made; i.e., lumber, wood products, field crops.
Other Word Aids: Miscellaneous items which cannot be considered as machines, tools, or equipment.
Supplies: Items used to assist a worker; i.e., paper, pencils, paper clips, typewriter ribbons, etc.
Tools: Common hand tools manipulated by the worker.

Demonstration: A practical showing of how something works or is used.

Effective: Producing a desired result.

Group: 2-5 people.

Reprimand: To blame or scold in a formal and sharp way.

WAYS INFORMATION IS GIVEN

As An EMPLOYEE, When I:
Give Information To My

SUPERVISOR About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ________	________
Items For Sale																
Big Ticket Items	☐															
Equipment	☐															
Machines	☐															
Materials	☐															
Small Items	☐															
Supplies	☐															
Other ________	☐															
Items For Rent																
Equipment	☐															
Machines	☐															
Tools	☐															
Other ________	☐															
Services																
Adjustments	☐															
Credit	☐															
Delivery	☐															
Repair	☐															
Returns	☐															
Other ________	☐															
Items For Company Use																
Equipment	☐															
Machines	☐															
Materials	☐															
Supplies	☐															
Tools	☐															
Work Orders	☐															
Other ________	☐															
Production																
Crew	☐															
Company	☐															
Individual	☐															
Industry	☐															
National	☐															
Other ________	☐															
Schedules																
Employee Work Schedules	☐															
Production Schedules	☐															
Schedules Of Work To Be Done	☐															
Supervisor Work Schedules	☐															
Other Schedules ________	☐															
People																
What Customers Do	☐															
What Employees Do	☐															
What Other Supervisors Do	☐															
What Suppliers Do	☐															
What Other Company Stores Do	☐															
What Top Management Personnel Do	☐															

(Continued)

WAYS INFORMATION IS GIVEN (Cont.)

As An EMPLOYEE When I: Give Information To My SUPERVISOR About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ______																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ______																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ______																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ______																

WAYS INFORMATION IS RECEIVED

As An EMPLOYEE When I:
Receive Information From My

SUPERVISOR About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other	______
Items For Sale																
Big Ticket Items																
Equipment																
Machines																
Materials																
Small Items																
Supplies																
Other ______																
Items For Rent																
Equipment																
Machines																
Tools																
Other ______																
Services																
Adjustments																
Credit																
Delivery																
Repair																
Returns																
Other ______																
Items For Company Use																
Equipment																
Machines																
Materials																
Supplies																
Tools																
Work Orders																
Other ______																
Production																
Crew																
Company																
Individual																
Industry																
National																
Other ______																
Schedules																
Employee Work Schedules																
Production Schedules																
Schedules Of Work To Be Done																
Supervisor Work Schedules																
Other Schedules ______																
People																
What Customers Do																
What Employees Do																
What Other Supervisors Do																
What Suppliers Do																
What Other Company Stores Do																
What Top Management Personnel Do																

(Continued)

WAYS INFORMATION IS RECEIVED (Cont.)

As An EMPLOYEE When I: Receive Information From My SUPERVISOR About:	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ______
Policies															
Company															
Employment															
Home Management															
Hospital															
Labor-Management															
Management															
Office															
Shop															
Union															
Other ______															
Procedures															
Company															
Employment															
Home Management															
Hospital															
Labor-Management															
Management															
Office															
Shop															
Union															
Work															
Other ______															
Routines															
Company															
Employment															
Home Management															
Hospital															
Labor-Management															
Management															
Office															
Union															
Work															
Other ______															
Other															
Accidents															
Business Trends															
Employee Meetings															
Sales Events															
Staff Meetings															
Symptoms Of An Illness															
Other ______															

WAYS INFORMATION IS GIVEN

As An EMPLOYEE When I: Give Information To Other EMPLOYEES About:	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ____	____
Items For Sale																
Big Ticket Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Small Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Rent																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Services																
Adjustments	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Credit	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delivery	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Repair	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Returns	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Company Use																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work Orders	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production																
Crew	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Individual	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Industry	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
National	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules																
Employee Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules Of Work To Be Done	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supervisor Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Schedules ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
People																
What Customers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Employees Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Supervisors Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Suppliers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Company Stores Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Top Management Personnel Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

APPENDIX A
PAGE 9 OF 22

WAYS INFORMATION IS GIVEN (Cont.)

As An EMPLOYEE When I:
Give Information To Other
EMPLOYEES About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	______
Policies																
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Home Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Labor-Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Office	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Shop	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Union	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Procedures																
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Home Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Labor-Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Office	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Shop	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Union	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Routines																
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Home Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Hospital	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Labor-Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Office	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Union	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other																
Accidents	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Business Trends	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employee Meetings	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Sales Events	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Staff Meetings	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Symptoms Of An Illness	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

WAYS INFORMATION IS RECEIVED

As An EMPLOYEE When I:
Receive Information From

OTHER EMPLOYEES About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other	____
Items For Sale																
Big Ticket Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Small Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Rent																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Services																
Adjustments	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Credit	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delivery	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Repair	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Returns	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Company Use																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work Orders	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production																
Crew	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Individual	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Industry	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
National	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules																
Employee Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules Of Work To Be Done	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supervisor Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Schedules ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
People																
What Customers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Employees Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Supervisors Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Suppliers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Company Stores Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Top Management Personnel Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

WAYS INFORMATION IS RECEIVED (Cont.)

As An EMPLOYEE When I:
Receive Information From

OTHER EMPLOYEES About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ____	____
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ________																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ________																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ________																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ________																

WAYS INFORMATION IS GIVEN

As An EMPLOYEE When I:
Give Information To

CUSTOMERS About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	
Items For Sale																
Big Ticket Items																
Equipment																
Machines																
Materials																
Small Items																
Supplies																
Other ______																
Items For Rent																
Equipment																
Machines																
Tools																
Other ______																
Services																
Adjustments																
Credit																
Delivery																
Repair																
Returns																
Other ______																
Items For Company Use																
Equipment																
Machines																
Materials																
Supplies																
Tools																
Work Orders																
Other ______																
Production																
Crew																
Company																
Individual																
Industry																
National																
Other ______																
Schedules																
Employee Work Schedules																
Production Schedules																
Schedules Of Work To Be Done																
Supervisor Work Schedules																
Other Schedules ______																
People																
What Customers Do																
What Employees Do																
What Other Supervisors Do																
What Suppliers Do																
What Other Company Stores Do																
What Top Management Personnel Do																

(Continued)

APPENDIX A
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WAYS INFORMATION IS GIVEN (Cont.)

As An EMPLOYEE When I:
Give Information To

CUSTOMERS About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other	
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other __________																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other __________																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other __________																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other __________																

WAYS INFORMATION IS RECEIVED

As An EMPLOYEE When I:
Receive Information From

CUSTOMERS About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ______	______
Items For Sale																
Big Ticket Items	☐															
Equipment	☐															
Machines	☐															
Materials	☐															
Small Items	☐															
Supplies	☐															
Other ______	☐															
Items For Rent																
Equipment	☐															
Machines	☐															
Tools	☐															
Other ______	☐															
Services																
Adjustments	☐															
Credit	☐															
Delivery	☐															
Repair	☐															
Returns	☐															
Other ______	☐															
Items For Company Use																
Equipment	☐															
Machines	☐															
Materials	☐															
Supplies	☐															
Tools	☐															
Work Orders	☐															
Other ______	☐															
Production																
Crew	☐															
Company	☐															
Individual	☐															
Industry	☐															
National	☐															
Other ______	☐															
Schedules																
Employee Work Schedules	☐															
Production Schedules	☐															
Schedules Of Work To Be Done	☐															
Supervisor Work Schedules	☐															
Other Schedules ______	☐															
People																
What Customers Do	☐															
What Employees Do	☐															
What Other Supervisors Do	☐															
What Suppliers Do	☐															
What Other Company Stores Do	☐															
What Top Management Personnel Do	☐															

(Continued)

WAYS INFORMATION IS RECEIVED (Cont.)

APPENDIX A
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As An EMPLOYEE When I:
Receive Information From

CUSTOMERS About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other __________																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other __________																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other __________																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other __________																

WHAT INFORMATION IS GIVEN

AS AN EMPLOYEE WHEN I:	Does Not Apply	I Give Advice	I Ask Questions	I Give Assurance	I Show Appreciation	I Give A Compliment	I Make Corrections	I Give Descriptions	I Give Directions	I Give Explanations	I Give My Opinion	I Give Instruction	I Give Orders	I Give A Proposal	I Give Recommendations	I Scold	I Sell/Persuade	I Give Suggestions	I Give A Reprimand	Other ______	______
Write Reports To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Letters To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Bulletins To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Memos To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Notes To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Fill Out Work Orders For:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Fill Out Forms For:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Make Charts, Graphs, Sketches For:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Give A Demonstration To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Telephone To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Radio/Intercom To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

APPENDIX A
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WHAT INFORMATION IS GIVEN (Cont.)

AS AN EMPLOYEE WHEN I:	Does Not Apply	I Give Advice	I Ask Questions	I Give Assurance	I Show Appreciation	I Give A Compliment	I Make Corrections	I Give Descriptions	I Give Directions	I Give Explanations	I Give My Opinion	I Give Instruction	I Give Orders	I Give A Proposal	I Give Recommendations	I Scold	I Sell/Persuade	I Give Suggestions	I Give A Reprimand	Other	
Talk One To One To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Another Employee	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
A Customer	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Talk To A Group Of: (2-5 People)																					
My Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

WHAT INFORMATION IS RECEIVED

AS AN EMPLOYEE WHEN I:	Does Not Apply	I Receive Advice	I Am Asked Questions	I Am Given Assurance	I Am Shown Appreciation	I Am Given A Compliment	I Am Corrected	I Receive Descriptions	I Receive Directions	I Receive Explanations	I Receive Opinions	I Receive Instructions	I Receive Orders	I Receive Proposals	I Receive Recommendations	I Am Scolded	I Am Being Sold/Persuaded	I Am Given Suggestions	I Am Reprimanded	Other	
Read Manuals From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Reports From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Letters From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Bulletins From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Memos From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Notes From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Work Orders From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Completed Forms From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Read Charts, Sketches, Graphs From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Watch A Demonstration From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Receive A Telephone Call From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

WHAT INFORMATION IS RECEIVED (Cont.)

AS AN EMPLOYEE WHEN I:

	Does Not Apply	I Receive Advice	I Am Asked Questions	I Am Given Assurance	I Am Shown Appreciation	I Am Given A Compliment	I Am Corrected	I Receive Descriptions	I Receive Directions	I Receive Explanations	I Receive Opinions	I Receive Instructions	I Receive Orders	I Receive Proposals	I Receive Recommendations	I Am Scolded	I Am Being Sold/Persuaded	I Am Given Suggestions	I Am Reprimanded	Other ____	____
Listen To A Radio/Intercom From:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Listen To:																					
My Supervisor	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Another Employee	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
A Customer	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Listen To A Group: (2-5 People)																					
My Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

EFFECTIVENESS OF COMMUNICATIONS

AS AN EMPLOYEE I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Give Advice To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Ask Questions Of:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Assurance To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Show Appreciation To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give A Compliment To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Correct:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Descriptions To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Directions To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Explanations To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give My Opinions To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Instructions To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

AS AN EMPLOYEE I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Give Orders To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Proposals To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Recommendations To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Scold:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Sell/Persuade:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Suggestions To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Reprimand:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

EFFECTIVENESS OF COMMUNICATIONS (Cont.)

AS AN EMPLOYEE I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Write Reports To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Letters To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Bulletins To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Memos To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Notes To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Fill Out Work Orders For:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Fill Out Forms For:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Make Charts, Graphs, Sketches For:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Demonstrations To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Telephone To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Radio/Intercom To:					
My Supervisor	☐	☐	☐	☐	☐
Other Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

AS AN EMPLOYEE I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Talk One To One To:					
My Supervisor	☐	☐	☐	☐	☐
An Other Employee	☐	☐	☐	☐	☐
A Customer	☐	☐	☐	☐	☐
Talk To Groups Of: (2-5 People)					
Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

SUMMARY

You have now completed our Occupational Communications Skills Analysis. Please summarize your beliefs about communications on your job answering the following questions.

Which three ways of communication do you use most frequently?_______________

Which three ways of communicating are most effective for you?_______________

Which three ways of communicating need to be better taught to employees prior to their employment?_______________

Which three ways of communicating need to be better taught to supervisors prior to their employment as supervisors?_______________

We would appreciate your comments about our Occupational Communications Skills Analysis_______________

SUPERVISORS QUESTIONNAIRE

Occupational Communications Skills Analysis

THE SEAL OF THE STATE OF WASHINGTON
1889

VOCATIONAL CURRICULUM MANAGEMENT CENTER
COORDINATING COUNCIL FOR OCCUPATIONAL EDUCATION

Max Benitz, Chairman
Arthur A. Binnie, State Director and
Executive Officer

James L. Blue, Program Director
Archie G. Breslin, Program Supervisor
Robert L. Leingang, Program Supervisor

Project #VO073VZ

OCCUPATIONAL COMMUNICATIONS SKILLS ANALYSIS

Group ______________________ Name ______________________

Firm Name ______________________ Position With Firm ______________________

Address ______________________ No. Of Yrs. In Current Position ________

______________________ No. Of Yrs. With This Firm ________

Phone ______________________ No. Of Yrs. With This Type Of Firm ______

How Many Employees In Firm ________ Years Of Schooling ______________

How Many Supervisors in Firm ________ How Many Employees Do You Supervise _____

Communication is a two-way process. Communication on the job takes place when a person (the sender) gives thoughts or ideas to another person (the receiver) and when a person (the receiver) receives the thoughts or ideas of another person (the sender).

Basic communications skills involving reading, writing, and speaking have become an integral part of technical training. Daily, informal interactions that occur (1) between employee and supervisor, (2) between customer and employee, and (3) among employees illustrate these communications skills. Communications skills relevant to technical training include:

a. Giving and receiving directions, instructions, and orders,
b. Describing and defining materials, process and requirements,
c. Asking for information and services, and
d. Explaining technical processes in non-technical terms.

The following Occupational Communications Skills Analysis is an attempt to identify a basic core of communications skills that supplies support to the technical skills used by the employee and the supervisor on the job.

DEFINITION OF TERMS

The following definitions are included to help differentiate between words that have similar meanings. It may prove beneficial to read this list before you continue with the questionnaire.

Appreciation: The awareness of value or enjoyment.
Assurance: Something said or done to inspire confidence.
Compliment: Something said in admiration, praise or flattery.

Direction: Instructions for doing, operating, using, preparing.
Instruction: To communicate knowledge.
Order: A command backed by authority.

Opinion: What seems true, valid or probable to one's own mind.
Proposal: A plan or action put forth for acceptance or rejection.
Recommendation: To express approval, to suggest favorably.
Suggestion: To bring to the mind for consideration, mention as something to think over.

Policy: A general plan.
Procedure: A specific method or way of doing something.
Routine: Doing something by habit.

Bulletin: A brief, regular, official publication.
Memo: A memorandum, an informal, written communication to help one remember something or remind one to do something.
Note: A written comment, an informal, brief, written explanation or instruction.
Report: A formal, official, written presentation of facts or proceedings.

Equipment: Devices which generate power or have an effect on materials; i.e., PBX switchboards, radio transmitters, weight scales, ammeters.
Machines: Devices which are a combination of mechanical parts designed to apply force to do work on, or move materials, or to process data; i.e., drill presses, typewriters, conveyers, hoists.
Materials: Items being processed, products being made; i.e., lumber, wood products, field crops.
Other Work Aids: Miscellaneous items which cannot be considered as machines, tools, or equipment.
Supplies: Items used to assist a worker; i.e., paper, pencils, paper clips, typewriter ribbons, etc.
Tools: Common hand tools manipulated by the worker.

Demonstration: A practical showing of how something works or is used.

Effective: Producing a desired result.

Group: 2-5 people.

Reprimand: To blame or scold in a formal and sharp way.

WAYS INFORMATION IS GIVEN

As A SUPERVISOR When I:
Give Information To

TOP MANAGEMENT About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other	______
Items For Sale																
Big Ticket Items																
Equipment																
Machines																
Materials																
Small Items																
Supplies																
Other ______																
Items For Rent																
Equipment																
Machines																
Tools																
Other ______																
Services																
Adjustments																
Credit																
Delivery																
Repair																
Returns																
Other ______																
Items For Company Use																
Equipment																
Machines																
Materials																
Supplies																
Tools																
Work Orders																
Other ______																
Production																
Crew																
Company																
Individual																
Industry																
National																
Other ______																
Schedules																
Employee Work Schedules																
Production Schedules																
Schedules Of Work To Be Done																
Supervisor Work Schedules																
Other Schedules ______																
People																
What Customers Do																
What Employees Do																
What Other Supervisors Do																
What Suppliers Do																
What Other Company Stores Do																
What Top Management Personnel Do																

(Continued)

As A SUPERVISOR When I:
Give Information To

TOP MANAGEMENT About

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ____	____
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ________																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ________																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ________																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ________																

WAYS INFORMATION IS RECEIVED

As A SUPERVISOR When I:
Receive Information From

TOP MANAGEMENT About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ______	______
Items For Sale																
Big Ticket Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Small Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Rent																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Services																
Adjustments	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Credit	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delivery	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Repair	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Returns	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Company Use																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work Orders	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production																
Crew	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Individual	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Industry	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
National	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules																
Employee Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules Of Work To Be Done	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supervisor Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Schedules ______	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
People																
What Customers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Employees Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Supervisors Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Suppliers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Company Stores Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Top Management Personnel Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

As A SUPERVISOR When I:
Receive Information From

TOP MANAGEMENT About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ______																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ______																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ______																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ______																

WAYS INFORMATION IS GIVEN

As A SUPERVISOR When I: Give Information To Other SUPERVISORS About:	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	______
Items For Sale																
Big Ticket Items																
Equipment																
Machines																
Materials																
Small Items																
Supplies																
Other ______																
Items For Rent																
Equipment																
Machines																
Tools																
Other ______																
Services																
Adjustments																
Credit																
Delivery																
Repair																
Returns																
Other ______																
Items For Company Use																
Equipment																
Machines																
Materials																
Supplies																
Tools																
Work Orders																
Other ______																
Production																
Crew																
Company																
Individual																
Industry																
National																
Other ______																
Schedules																
Employee Work Schedules																
Production Schedules																
Schedules Of Work To Be Done																
Supervisor Work Schedules																
Other Schedules ______																
People																
What Customers Do																
What Employees Do																
What Other Supervisors Do																
What Suppliers Do																
What Other Company Stores Do																
What Top Management Personnel Do																

(Continued)

APPENDIX B
PAGE 9 OF 26

As A SUPERVISOR When I:
Give Information To Other

SUPERVISORS About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ______																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ______																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ______																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ______																

WAYS INFORMATION IS RECEIVED

As A SUPERVISOR When I:
Receive Information From

OTHER SUPERVISORS About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ___	
Items For Sale																
Big Ticket Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Small Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ___	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Rent																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ___	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Services																
Adjustments	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Credit	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delivery	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Repair	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Returns	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ___	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Company Use																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work Orders	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ___	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production																
Crew	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Individual	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Industry	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
National	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ___	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules																
Employee Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules Of Work To Be Done	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supervisor Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Schedules ___	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
People																
What Customers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Employees Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Supervisors Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Suppliers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Company Stores Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Top Management Personnel Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

WAYS INFORMATION IS RECEIVED (Cont.)

APPENDIX B
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As A SUPERVISOR When I:
Receive Information From

OTHER SUPERVISORS About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ____	____
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ____																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ____																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ____																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ____																

WAYS INFORMATION IS GIVEN

As A SUPERVISOR When I:
Give Information To

EMPLOYEES About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other	
Items For Sale																
Big Ticket Items																
Equipment																
Machines																
Materials																
Small Items																
Supplies																
Other ________																
Items For Rent																
Equipment																
Machines																
Tools																
Other ________																
Services																
Adjustments																
Credit																
Delivery																
Repair																
Returns																
Other ________																
Items For Company Use																
Equipment																
Machines																
Materials																
Supplies																
Tools																
Work Orders																
Other ________																
Production																
Crew																
Company																
Individual																
Industry																
National																
Other ________																
Schedules																
Employee Work Schedules																
Production Schedules																
Schedules Of Work To Be Done																
Supervisor Work Schedules																
Other Schedules ________																
People																
What Customers Do																
What Employees Do																
What Other Supervisors Do																
What Suppliers Do																
What Other Company Stores Do																
What Top Management Personnel Do																

(Continued)

WAYS INFORMATION IS GIVEN (Cont.)

As A SUPERVISOR When I:
Give Information To

EMPLOYEES About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other _________																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other _________																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other _________																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other _________																

WAYS INFORMATION IS RECEIVED

APPENDIX B
PAGE 14 OF 26

As A SUPERVISOR When I:
Receive Information From

OTHER EMPLOYEES About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ____	____
Items For Sale																
Big Ticket Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Small Items	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Rent																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Services																
Adjustments	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Credit	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Delivery	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Repair	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Returns	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Items For Company Use																
Equipment	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Machines	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Materials	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supplies	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Tools	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Work Orders	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production																
Crew	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Company	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Individual	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Industry	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
National	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules																
Employee Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Production Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Schedules Of Work To Be Done	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Supervisor Work Schedules	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Schedules ____	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
People																
What Customers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Employees Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Supervisors Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Suppliers Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Other Company Stores Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
What Top Management Personnel Do	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

WAYS INFORMATION IS RECEIVED (Cont.)

APPENDIX B
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As A SUPERVISOR When I:
Receive Information From

OTHER EMPLOYEES About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ______																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ______																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ______																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ______																

APPENDIX B
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WAYS INFORMATION IS GIVEN

As A SUPERVISOR When I:
Give Information To

CUSTOMERS About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ____
Items For Sale															
Big Ticket Items															
Equipment															
Machines															
Materials															
Small Items															
Supplies															
Other ____															
Items For Rent															
Equipment															
Machines															
Tools															
Other ____															
Services															
Adjustments															
Credit															
Delivery															
Repair															
Returns															
Other ____															
Items For Company Use															
Equipment															
Machines															
Materials															
Supplies															
Tools															
Work Orders															
Other ____															
Production															
Crew															
Company															
Individual															
Industry															
National															
Other ____															
Schedules															
Employee Work Schedules															
Production Schedules															
Schedules Of Work To Be Done															
Supervisor Work Schedules															
Other Schedules ____															
People															
What Customers Do															
What Employees Do															
What Other Supervisors Do															
What Suppliers Do															
What Other Company Stores Do															
What Top Management Personnel Do															

(Continued)

WAYS INFORMATION IS GIVEN (Cont.)

As A SUPERVISOR When:
Give Information To

CUSTOMERS About:

	Does Not Apply	I Write Reports	I Write Letters	I Write Bulletins	I Write Memos	I Write Notes	I Fill Out Work Orders	I Fill Out Forms	I Make Charts, Graphs, Sketches	I Give A Demonstration	I Telephone	I Radio/Intercom	I Talk One To One	I Talk To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ______																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ______																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ______																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ______																

WAYS INFORMATION IS RECEIVED

As A SUPERVISOR When I: Receive Information From CUSTOMERS About:	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ___	___
Items For Sale																
Big Ticket Items																
Equipment																
Machines																
Materials																
Small Items																
Supplies																
Other ___																
Items For Rent																
Equipment																
Machines																
Tools																
Other ___																
Services																
Adjustments																
Credit																
Delivery																
Repair																
Returns																
Other ___																
Items For Company Use																
Equipment																
Machines																
Materials																
Supplies																
Tools																
Work Orders																
Other ___																
Production																
Crew																
Company																
Individual																
Industry																
National																
Other ___																
Schedules																
Employee Work Schedules																
Production Schedules																
Schedules Of Work To Be Done																
Supervisor Work Schedules																
Other Schedules ___																
People																
What Customers Do																
What Employees Do																
What Other Supervisors Do																
What Suppliers Do																
What Other Company Stores Do																
What Top Management Personnel Do																

(Continued)

WAYS INFORMATION IS RECEIVED (Cont.)

As A SUPERVISOR When I:
Receive Information From

CUSTOMERS About:

	Does Not Apply	I Read Reports	I Read Letters	I Read Bulletins	I Read Memos	I Read Notes	I Read Completed Work Orders	Read Completed Forms	Read Charts, Graphs, Sketches	Watch Demonstrations	Answer The Telephone	Listen To Radio	Listen To One Person	Listen To A Group	Other ______	______
Policies																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Other ______																
Procedures																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Shop																
Union																
Work																
Other ______																
Routines																
Company																
Employment																
Home Management																
Hospital																
Labor-Management																
Management																
Office																
Union																
Work																
Other ______																
Other																
Accidents																
Business Trends																
Employee Meetings																
Sales Events																
Staff Meetings																
Symptoms Of An Illness																
Other ______																

WHAT INFORMATION IS GIVEN

AS A SUPERVISOR WHEN I:	Does Not Apply	I Give Advice	I Ask Questions	I Give Assurance	I Show Appreciation	I Give A Compliment	I Make Corrections	I Give Descriptions	I Give Directions	I Give Explanations	I Give My Opinion	I Give Instruction	I Give Orders	I Give A Proposal	I Give Recommendations	I Scold	I Sell/Persuade	I Give Suggestions	I Give A Reprimand	Other	
Write Reports To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Letters To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Bulletins To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Memos To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Write Notes To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Fill Out Work Orders For:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Make Charts, Graphs, Sketches For:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Give A Demonstration To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Telephone To:																					
Top Management	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐	☐

(Continued)

WHAT INFORMATION IS GIVEN (Cont.)

AS A SUPERVISOR WHEN I:	Does Not Apply	I Give Advice	I Ask Questions	I Give Assurance	I Show Appreciation	I Give A Compliment	I Make Corrections	I Give Descriptions	I Give Directions	I Give Explanations	I Give My Opinion	I Give Instruction	I Give Orders	I Give A Proposal	I Give Recommendations	I Scold	I Sell/Persuade	I Give Suggestions	I Give A Reprimand	Other ____
Radio/Intercom To:																				
Top Management																				
Other Supervisors																				
Employees																				
Customers																				
Talk One Tp One To:																				
Top Management																				
Another Supervisor																				
An Employee																				
A customer																				
Talk To A Group Of: (2-5 People)																				
Top Management																				
Other Supervisors																				
Employees																				
Customers																				
Fill Out Completed Forms For:																				
Top Management																				
Other Supervisors																				
Employees																				
Customers																				

WHAT INFORMATION IS RECEIVED

AS A SUPERVISOR WHEN I:	Does Not Apply	I Receive Advice	I Am Asked Questions	I Am Given Assurance	I Am Shown Appreciation	I Am Given A Compliment	I Am Corrected	I Receive Descriptions	I Receive Directions	I Receive Explanations	I Receive Opinions	I Receive Instructions	I Receive Orders	I Receive Proposals	I Receive Recommendations	I Am Scolded	I Am Being Sold/Persuaded	I Am Given Suggestions	I Am Reprimanded	Other	
Read Manuals From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Reports From:																					
Top Management																					
Other Supervisors																					
Employees Customers																					
Read Letters From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Bulletins From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Memos From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Notes From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Completed Forms From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Charts, Graphs, Sketches From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					
Read Work Orders From:																					
Top Management																					
Other Supervisors																					
Employees																					
Customers																					

(Continued)

WHAT INFORMATION IS RECEIVED (Cont.)

AS A SUPERVISOR WHEN I:	Does Not Apply	I Receive Advice	I Am Asked Questions	I Am Given Assurance	I Am Shown Appreciation	I Am Given A Compliment	I Am Corrected	I Receive Descriptions	I Receive Directions	I Receive Explanations	I Receive Opinions	I Receive Instructions	I Receive Orders	I Receive Proposals	I Receive Recommendations	I Am Scolded	I Am Being Sold/Persuaded	I Am Given Suggestions	I Am Reprimanded	Other	____	____
Watch A Demonstration From:																						
Top Management																						
Other Supervisors																						
Employees																						
Customers																						
Receive A Telephone Call From:																						
Top Management																						
Other Supervisors																						
Employees																						
Customers																						
Listen To A Radio/Intercom From:																						
Top Management																						
Other Supervisors																						
Employees																						
Customers																						
Listen To:																						
One Person From Top Management																						
Another Supervisor																						
An Employee																						
A Customer																						
Listen To A Group Of: (2-5 People)																						
Top Management																						
Other Supervisors																						
Employees																						
Customers																						

EFFECTIVENESS OF COMMUNICATIONS

AS A SUPERVISOR I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Write Reports To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Letters To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Bulletins To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Memos To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Write Notes To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Fill Out Work Orders For:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Make Charts, Graphs, Sketches For:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give A Demonstration To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Telephone To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

AS A SUPERVISOR I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Radio/Intercom To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Talk One To One With:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Talk To a Group Of: (2-5 People)					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Fill Out Completed Forms For:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

EFFECTIVENESS OF COMMUNICATIONS

AS A SUPERVISOR I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Give Advice To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Ask Questions Of:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Assurance To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Show Appreciation To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give A Compliment To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Correct:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Descriptions To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Directions To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Explanations To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

AS A SUPERVISOR I AM EFFECTIVE WHEN I:	Does Not Apply	Almost All The Time	Most Of The Time	Some Of The Time	None Of The Time
Give My Opinions To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Instructions To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Orders To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Proposals To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Recommendations To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Scold:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Sell/Persuade:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Give Suggestions To:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐
Reprimand:					
Top Management	☐	☐	☐	☐	☐
Other Supervisors	☐	☐	☐	☐	☐
Employees	☐	☐	☐	☐	☐
Customers	☐	☐	☐	☐	☐

SUMMARY

You have now completed our Occupational Communications Skills Analysis. Please summarize your beliefs about communications on your job by answering the following questions.

Which three ways of communication do you use most frequently?______________

____

____

____

Which three ways of communicating are most effective for you?______________

____

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____

Which three ways of communicating need to be better taught to employees prior to their employment?____

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Which three ways of communicating need to be better taught to supervisors prior to their employment as supervisors?______________________________

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____

We would appreciate your comments about our Occupational Communications Skills Analysis____

____

____

____

Number 1

"EMPLOYEE SEND"

		(S) SUPERVISORS	(E) EMPLOYEES	(C) CUSTOMERS
A	I WRITE REPORTS			
B	I WRITE LETTERS			
C	I WRITE BULLETINS			
D	I WRITE MEMOS			
E	I WRITE NOTES			
F	I WRITE WORK ORDERS			
G	I WRITE FORMS			
H	I MAKE UP CHARTS, GRAPHS			
I	I GIVE DEMONSTRATIONS			
J	I TALK ON TELEPHONE			
K	I CALL ON RADIO			
L	I TALK FACE-TO-FACE WITH ONE PERSON			
M	I TALK TO A GROUP (2-5)			

Number 2

"AS AN EMPLOYEE WHILE COMMUNICATING WITH SUPERVISORS"

Send:

		(1)	(2)	(3)
(1)	GIVE ADVICE			
(2)	ASK QUESTIONS			
(3)	GIVE ASSURANCE			
(4)	SHOW APPRECIATION			
(5)	GIVE COMPLIMENT			
(6)	CORRECT			
(7)	GIVE DESCRIPTIONS			
(8)	GIVE DIRECTIONS			
(9)	GIVE EXPLANATIONS			
(10)	GIVE OPINION			
(11)	GIVE INSTRUCTIONS			
(12)	GIVE ORDERS			
(13)	GIVE PROPOSALS			
(14)	GIVE RECOMMENDATIONS			
(15)	SCOLD			
(16)	SELL/PERSUADE			
(17)	GIVE SUGGESTIONS			
(18)	GIVE REPRIMAND			

Number 3

"AS AN EMPLOYEE WHILE COMMUNICATING WITH EMPLOYEES"

Send:

		(1)	(2)	(3)
(1)	GIVE ADVICE			
(2)	ASK QUESTIONS			
(3)	GIVE ASSURANCE			
(4)	SHOW APPRECIATION			
(5)	GIVE COMPLIMENT			
(6)	CORRECT			
(7)	GIVE DESCRIPTIONS			
(8)	GIVE DIRECTIONS			
(9)	GIVE EXPLANATIONS			
(10)	GIVE OPINION			
(11)	GIVE INSTRUCTIONS			
(12)	GIVE ORDERS			
(13)	GIVE PROPOSALS			
(14)	GIVE RECOMMENDATIONS			
(15)	SCOLD			
(16)	SELL/PERSUADE			
(17)	GIVE SUGGESTIONS			
(18)	GIVE REPRIMAND			

"AS AN EMPLOYEE WHILE COMMUNICATING
WITH CUSTOMERS"

Send:

		(1)	(2)	(3)
(1)	GIVE ADVICE	____	____	____
(2)	ASK QUESTIONS	____	____	____
(3)	GIVE ASSURANCE	____	____	____
(4)	SHOW APPRECIATION	____	____	____
(5)	GIVE COMPLIMENT	____	____	____
(6)	CORRECT	____	____	____
(7)	GIVE DESCRIPTIONS	____	____	____
(8)	GIVE DIRECTIONS	____	____	____
(9)	GIVE EXPLANATIONS	____	____	____
(10)	GIVE OPINION	____	____	____
(11)	GIVE INSTRUCTIONS	____	____	____
(12)	GIVE ORDERS	____	____	____
(13)	GIVE PROPOSALS	____	____	____
(14)	GIVE RECOMMENDATIONS	____	____	____
(15)	SCOLD	____	____	____
(16)	SELL/PERSUADE	____	____	____
(17)	GIVE SUGGESTIONS	____	____	____
(18)	GIVE REPRIMAND	____	____	____

Number 5

"EMPLOYEE RECEIVE"

		(S) SUPERVISORS	(E) EMPLOYEES	(C) CUSTOMERS
A	I RECEIVE REPORTS			
B	I RECEIVE LETTERS			
C	I RECEIVE BULLETINS			
D	I RECEIVE MEMOS			
E	I RECEIVE NOTES			
F	I RECEIVE WORK ORDERS			
G	I RECEIVE FORMS			
H	I RECEIVE CHARTS, GRAPHS			
I	I AM GIVEN DEMONSTRATIONS			
J	I RECEIVE TELEPHONE CALLS			
K	I RECEIVE RADIO CALLS			
L	I LISTEN TO ONE PERSON FACE-TO-FACE			
M	I LISTEN TO A GROUP (2-5)			

1

Number 6

"AS AN EMPLOYEE WHILE COMMUNICATING WITH SUPERVISORS"

Receive:

		(1)	(2)	(3)
(1)	RECEIVE ADVICE			
(2)	AM ASKED QUESTIONS			
(3)	RECEIVE ASSURANCE			
(4)	RECEIVE APPRECIATION			
(5)	RECEIVE COMPLIMENT			
(6)	RECEIVE CORRECTIONS			
(7)	RECEIVE DESCRIPTIONS			
(8)	RECEIVE DIRECTIONS			
(9)	RECEIVE EXPLANATIONS			
(10)	RECEIVE OPINIONS			
(11)	RECEIVE INSTRUCTIONS			
(12)	RECEIVE ORDERS			
(13)	RECEIVE PROPOSALS			
(14)	RECEIVE RECOMMENDATIONS			
(15)	AM SCOLDED			
(16)	AM SOLD/PERSUADED			
(17)	RECEIVE SUGGESTIONS			
(18)	RECEIVE REPRIMAND			

Number 7

"AS AN EMPLOYEE WHILE COMMUNICATING WITH EMPLOYEES"

Receive:

		(1)	(2)	(3)
(1)	RECEIVE ADVICE			
(2)	AM ASKED QUESTIONS			
(3)	RECEIVE ASSURANCE			
(4)	RECEIVE APPRECIATION			
(5)	RECEIVE COMPLIMENT			
(6)	RECEIVE CORRECTIONS			
(7)	RECEIVE DESCRIPTIONS			
(8)	RECEIVE DIRECTIONS			
(9)	RECEIVE EXPLANATIONS			
(10)	RECEIVE OPINIONS			
(11)	RECEIVE INSTRUCTIONS			
(12)	RECEIVE ORDERS			
(13)	RECEIVE PROPOSALS			
(14)	RECEIVE RECOMMENDATIONS			
(15)	AM SCOLDED			
(16)	AN SOLD/PERSUADED			
(17)	RECEIVE SUGGESTIONS			
(18)	RECEIVE REPRIMAND			

Number 8

"AS AN EMPLOYEE WHILE COMMUNICATING
WITH CUSTOMERS"

Receive:

		(1)	(2)	(3)
(1)	RECEIVE ADVICE	____	____	____
(2)	AM ASKED QUESTIONS	____	____	____
(3)	RECEIVE ASSURANCE	____	____	____
(4)	RECEIVE APPRECIATION	____	____	____
(5)	RECEIVE COMPLIMENT	____	____	____
(6)	RECEIVE CORRECTIONS	____	____	____
(7)	RECEIVE DESCRIPTIONS	____	____	____
(8)	RECEIVE DIRECTIONS	____	____	____
(9)	RECEIVE EXPLANATIONS	____	____	____
(10)	RECEIVE OPINIONS	____	____	____
(11)	RECEIVE INSTRUCTIONS	____	____	____
(12)	RECEIVE ORDERS	____	____	____
(13)	RECEIVE PROPOSALS	____	____	____
(14)	RECEIVE RECOMMENDATIONS	____	____	____
(15)	AM SCOLDED	____	____	____
(16)	AM SOLD/PERSUADED	____	____	____
(17)	RECEIVE SUGGESTIONS	____	____	____
(18)	RECEIVE REPRIMAND	____	____	____

Number 9

"SUPERVISOR SEND"

		(T) TOP MANAGEMENT	(S) SUPERVISORS	(E) EMPLOYEES	(C) CUSTOMERS
A	I SEND REPORTS				
B	I SEND BULLETINS				
C	I SEND MEMOS				
D	I SEND NOTES				
E	I SEND WORK ORDERS				
F	I SEND FORMS				
G	I SEND CHARTS, GRAPHS				
H	I GIVE DEMONSTRATIONS				
I	I TALK ON TELEPHONE				
J	I CALL ON RADIO				
K	I TALK FACE-TO-FACE WITH ONE PERSON				
L	I TALK TO A GROUP (2-5)				

Number 10

"AS A SUPERVISOR WHILE COMMUNICATING
WITH TOP MANAGEMENT"

Send:

		(1)	(2)	(3)
(1)	GIVE ADVICE	____	____	____
(2)	ASK QUESTIONS	____	____	____
(3)	GIVE ASSURANCE	____	____	____
(4)	SHOW APPRECIATION	____	____	____
(5)	GIVE COMPLIMENT	____	____	____
(6)	CORRECT	____	____	____
(7)	GIVE DESCRIPTIONS	____	____	____
(8)	GIVE DIRECTIONS	____	____	____
(9)	GIVE EXPLANATIONS	____	____	____
(10)	GIVE OPINION	____	____	____
(11)	GIVE INSTRUCTIONS	____	____	____
(12)	GIVE ORDERS	____	____	____
(13)	GIVE PROPOSALS	____	____	____
(14)	GIVE RECOMMENDATIONS	____	____	____
(15)	SCOLD	____	____	____
(16)	SELL/PERSUADE	____	____	____
(17)	GIVE SUGGESTIONS	____	____	____
(18)	GIVE REPRIMAND	____	____	____

Number 11

"AS A SUPERVISOR WHILE COMMUNICATING WITH SUPERVISORS"

Send:

(1) GIVE ADVICE (1) _____ (2) _____ (3) _____
(2) ASK QUESTIONS _____ _____ _____
(3) GIVE ASSURANCE _____ _____ _____
(4) SHOW APPRECIATION _____ _____ _____
(5) GIVE COMPLIMENT _____ _____ _____
(6) CORRECT _____ _____ _____
(7) GIVE DESCRIPTIONS _____ _____ _____
(8) GIVE DIRECTIONS _____ _____ _____
(9) GIVE EXPLANATIONS _____ _____ _____
(10) GIVE OPINION _____ _____ _____
(11) GIVE INSTRUCTIONS _____ _____ _____
(12) GIVE ORDERS _____ _____ _____
(13) GIVE PROPOSALS _____ _____ _____
(14) GIVE RECOMMENDATIONS _____ _____ _____
(15) SCOLD _____ _____ _____
(16) SELL/PERSUADE _____ _____ _____
(17) GIVE SUGGESTIONS _____ _____ _____
(18) GIVE REPRIMAND _____ _____ _____

302 B

302 A

Number 12

"AS A SUPERVISOR WHILE COMMUNICATING
WITH EMPLOYEES"

Send:

		(1)	(2)	(3)
(1)	GIVE ADVICE			
(2)	ASK QUESTIONS			
(3)	GIVE ASSURANCE			
(4)	SHOW APPRECIATION			
(5)	GIVE COMPLIMENT			
(6)	CORRECT			
(7)	GIVE DESCRIPTIONS			
(8)	GIVE DIRECTIONS			
(9)	GIVE EXPLANATIONS			
(10)	GIVE OPINION			
(11)	GIVE INSTRUCTIONS			
(12)	GIVE ORDERS			
(13)	GIVE PROPOSALS			
(14)	GIVE RECOMMENDATIONS			
(15)	SCOLD			
(16)	SELL/PERSUADE			
(17)	GIVE SUGGESTIONS			
(18)	GIVE REPRIMAND			

Number 13

"AS A SUPERVISOR WHILE COMMUNICATING WITH CUSTOMERS"

Send:

		(1)	(2)	(3)
(1)	GIVE ADVICE			
(2)	ASK QUESTIONS			
(3)	GIVE ASSURANCE			
(4)	SHOW APPRECIATION			
(5)	GIVE COMPLIMENT			
(6)	CORRECT			
(7)	GIVE DESCRIPTIONS			
(8)	GIVE DIRECTIONS			
(9)	GIVE EXPLANATIONS			
(10)	GIVE OPINION			
(11)	GIVE INSTRUCTIONS			
(12)	GIVE ORDERS			
(13)	GIVE PROPOSALS			
(14)	GIVE RECOMMENDATIONS			
(15)	SCOLD			
(16)	SELL/PERSUADE			
(17)	GIVE SUGGESTIONS			
(18)	GIVE REPRIMAND			

Number 14

APPENDIX D
PAGE 6 OF 10

"SUPERVISOR RECEIVE"

		(T) TOP MANAGEMENT	(S) SUPERVISORS	(E) EMPLOYEES	(C) CUSTOMERS
A	I RECEIVE REPORTS				
B	I RECEIVE LETTERS				
C	I RECEIVE BULLETINS				
D	I RECEIVE MEMOS				
E	I RECEIVE NOTES				
F	I RECEIVE WORK ORDERS				
G	I RECEIVE FORMS				
H	I RECEIVE CHARTS, GRAPHS				
I	I AM GIVEN DEMONSTRATIONS				
J	I RECEIVE TELEPHONE CALLS				
K	I RECEIVE RADIO CALLS				
L	I LISTEN TO ONE PERSON FACE-TO-FACE				
M	I LISTEN TO A GROUP (2-5)				

Number 15

AS A SUPERVISOR WHILE COMMUNICATING
WITH TOP MANAGEMENT"

Receive:

(1) RECEIVE ADVICE (1) _____ (2) _____ (3) _____
(2) AM ASKED QUESTIONS _____ _____ _____
(3) RECEIVE ASSURANCE _____ _____ _____
(4) RECEIVE APPRECIATION _____ _____ _____
(5) RECEIVE COMPLIMENT _____ _____ _____
(6) RECEIVE CORRECTIONS _____ _____ _____
(7) RECEIVE DESCRIPTIONS _____ _____ _____
(8) RECEIVE DIRECTIONS _____ _____ _____
(9) RECEIVE EXPLANATIONS _____ _____ _____
(10) RECEIVE OPINIONS _____ _____ _____
(11) RECEIVE INSTRUCTIONS _____ _____ _____
(12) RECEIVE ORDERS _____ _____ _____
(13) RECEIVE PROPOSALS _____ _____ _____
(14) RECEIVE RECOMMENDATIONS _____ _____ _____
(15) AM SCOLDED _____ _____ _____
(16) AM SOLD/PERSUADED _____ _____ _____
(17) RECEIVE SUGGESTIONS _____ _____ _____
(18) RECEIVE REPRIMAND _____ _____ _____

Number 16

"AS A SUPERVISOR WHILE COMMUNICATING
WITH SUPERVISORS"

Receive:

(1)	RECEIVE ADVICE	(1) ____	(2) ____	(3) ____
(2)	AM ASKED QUESTIONS	____	____	____
(3)	RECEIVE ASSURANCE	____	____	____
(4)	RECEIVE APPRECIATION	____	____	____
(5)	RECEIVE COMPLIMENT	____	____	____
(6)	RECEIVE CORRECTION	____	____	____
(7)	RECEIVE DESCRIPTIONS	____	____	____
(8)	RECEIVE DIRECTIONS	____	____	____
(9)	RECEIVE EXPLANATIONS	____	____	____
(10)	RECEIVE OPINIONS	____	____	____
(11)	RECEIVE INSTRUCTIONS	____	____	____
(12)	RECEIVE ORDERS	____	____	____
(13)	RECEIVE PROPOSALS	____	____	____
(14)	RECEIVE RECOMMENDATIONS	____	____	____
(15)	AM SCOLDED	____	____	____
(16)	AM SOLD/PERSUADED	____	____	____
(17)	RECEIVE SUGGESTIONS	____	____	____
(18)	RECEIVE REPRIMAND	____	____	____

Number 17

"AS A SUPERVISOR WHILE COMMUNICATING WITH EMPLOYEES"

Receive:

(1)	RECEIVE ADVICE	(1) ____	(2) ____	(3) ____
(2)	AM ASKED QUESTIONS	____	____	____
(3)	RECEIVE ASSURANCE	____	____	____
(4)	RECEIVE APPRECIATION	____	____	____
(5)	RECEIVE COMPLIMENT	____	____	____
(6)	RECEIVE CORRECTION	____	____	____
(7)	RECEIVE DESCRIPTION	____	____	____
(8)	RECEIVE DIRECTIONS	____	____	____
(9)	RECEIVE EXPLANATION	____	____	____
(10)	RECEIVE OPINIONS	____	____	____
(11)	RECEIVE INSTRUCTIONS	____	____	____
(12)	RECEIVE ORDERS	____	____	____
(13)	RECEIVE PROPOSALS	____	____	____
(14)	RECEIVE RECOMMENDATIONS	____	____	____
(15)	AM SCOLDED	____	____	____
(16)	AM SOLD/PERSUADED	____	____	____
(17)	RECEIVE SUGGESTIONS	____	____	____
(18)	RECEIVE REPRIMAND	____	____	____

Number 18

"AS A SUPERVISOR WHILE COMMUNICATING WITH CUSTOMERS"

Receive:

		(1)	(2)	(3)
(1)	RECEIVE ADVICE	____	____	____
(2)	AM ASKED QUESTIONS	____	____	____
(3)	RECEIVE ASSURANCE	____	____	____
(4)	RECEIVE APPRECIATION	____	____	____
(5)	RECEIVE COMPLIMENT	____	____	____
(6)	RECEIVE CORRECTION	____	____	____
(7)	RECEIVE DESCRIPTIONS	____	____	____
(8)	RECEIVE DIRECTIONS	____	____	____
(9)	RECEIVE EXPLANATIONS	____	____	____
(10)	RECEIVE OPINIONS	____	____	____
(11)	RECEIVE INSTRUCTIONS	____	____	____
(12)	RECEIVE ORDERS	____	____	____
(13)	RECEIVE PROPOSALS	____	____	____
(14)	RECEIVE RECOMMENDATIONS	____	____	____
(15)	AM SCOLDED	____	____	____
(16)	AM SOLD/PERSUADED	____	____	____
(17)	RECEIVE SUGGESTIONS	____	____	____
(18)	RECEIVE REPRIMAND	____	____	____

SUMMARY

You have now completed our Occupational Communications Skills Analysis. Please summarize your beliefs about communications on your job answering the following questions.

Which three ways of communication do you use most frequently?______________

____

____

____

Which three ways of communicating are most effective for you?______________

____

____

____

Which three ways of communicating need to be better taught to employees prior to their employment?____

____

____

____

Which three ways of communicating need to be better taught to supervisors prior to their employment as supervisors?__________________________

____

____

____

We would appreciate your comments about our Occupational Communications Skills Analysis____

____

____

____

COMMUNICATIONS SKILLS ANALYSIS

Group ______________________ Name ______________________

Firm Name ______________________ Position With Firm ______________________

Address ______________________ No. Of Yrs. In Current Position __________

______________________ No. Of Yrs. With This Firm __________

Phone ______________________ No. Of Yrs. With This Type Of Firm ______

How Many Employees In Firm __________ Years Of Schooling ______________________

How Many Supervisors In Firm __________ How Many Employees Do You Supervise ______

Which three ways of communication do you use most frequently? ______________________

____

____

Which three ways of communicating are most effective for you? ______________________

____

____

Which three ways of communicating need to be better taught to employees prior to their employment? ____

____

____

Which three ways of communicating need to be better taught to supervisors prior to their employment as supervisors? ______________________________________

____

____

We would appreciate your comments about our Occupational Skills Analysis __________

____

____

Number 19

CE 010 057

		(F)	(E)	(E)	(S)
	"MINI-QUESTIONNAIRE"	USED MOST FREQUENTLY	MOST EFFECTIVE FOR YOU	SHOULD BE BETTER TAUGHT TO EMPLOYEES	SHOULD BE BETTER TAUGHT TO SUPERVISORS
A	REPORTS				
B	LETTERS				
C	BULLETINS				
D	MEMOS				
E	NOTES				
F	WORK ORDERS				
G	FORMS				
H	CHARTS/GRAPHS				
I	DEMONSTRATION				
J	TELEPHONE				
K	RADIO/INTERCOM				
L	ONE TO ONE				
M	GROUP (2-5)				

APPENDIX E
PAGE 3 OF 3